

SOLICITOR/CLIENT PRIVILEGE

Judge Advocate General



Juge-avocat général

National Defence Headquarters
Major-General George R. Pearkes Building
101 Colonel By Drive
Ottawa, Ontario
K1A 0K2

Quartier général de la Défense nationale
Édifice Major-général George R. Pearkes
101, promenade Colonel-By
Ottawa (Ontario)
K1A 0K2

0160-1-06551-06-0030 (DLaw/MJ Strat)

February 2016

Armed Forces Council

Reference:

(enclosed)

Blaise Cathcart, Q.C.
Major-General
Judge Advocate General
613-992-3019

Enclosure: 1

SOLICITOR/CLIENT PRIVILEGE

Canada

Pages 2 to / à 18
are withheld pursuant to section
sont retenues en vertu de l'article

23

of the Access to Information Act
de la Loi sur l'accès à l'information

National Défense
Defence nationale

JUDGE ADVOCATE GENERAL

Deputy Judge Advocate General / Military Justice



Court Martial Comprehensive Review:

Background Information for AFC – 20 Sep 16

Canada



Court Martial Comprehensive Review Team

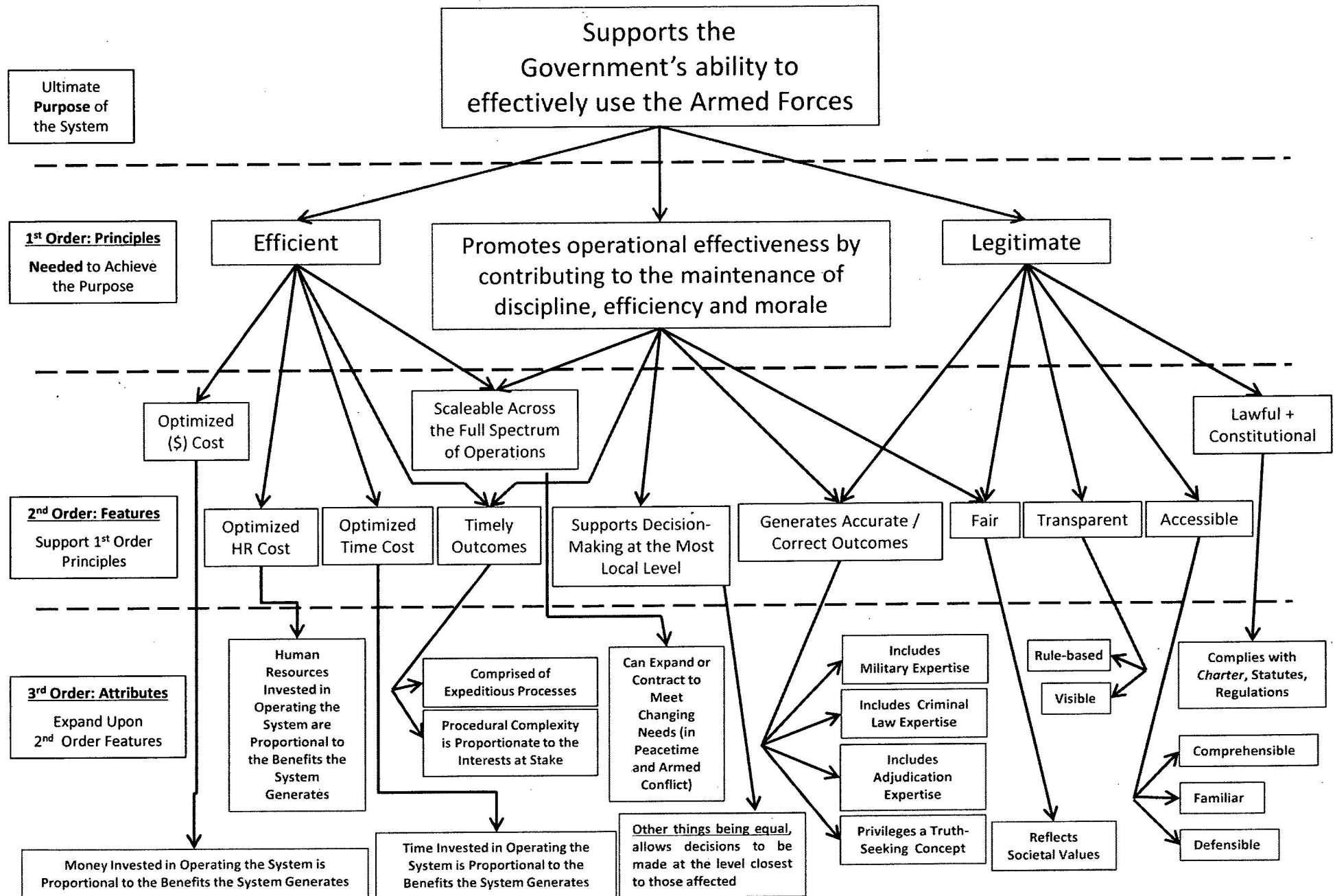
- Led by the DJAG MJ, a team of 3 additional legal officers will conduct a legal / policy analysis of all aspects of the CAF's court martial system, over a 1 year period.
- Qualifications and experience of the CMCRT members:
 - all 4 have LL.M. degrees in relevant fields of law;
 - 3 have previously been judicial law clerks (NBCA, FCA, SCC);
 - 3 have significant experience within the military justice system at the tactical level, either as a military prosecutor or as a unit legal advisor;
 - 2 have significant experience in provided military justice legal advice in the context of deployed operations; and,
 - 3 have CAF operational experience (Army / Navy / Air Force) prior to becoming legal officers.
- Will develop and analyse options to increase levels of efficiency, effectiveness, and legitimacy within the court martial system.
- Will examine:
 - Structural matters related to tribunals, prosecution and defence services
 - Substantive matters related to service offences, rules of evidence, punishments, appeals
 - Special needs of particular groups such as victims, youth and aboriginal offenders



CMCRT Approach

- Phase 1 – Theory:
 1. Assess the purpose of the court martial system;
 2. Determine the key principles that are essential to the achievement of that purpose; and
 3. Identify essential attributes that must be present to support the purpose and principles.
- Phase 2 – Comparative Study:
 1. Study aspects of the Canadian civilian criminal justice system;
 2. Study aspects of Anglo-American court martial systems; and
 3. Study aspects of military court systems from other countries with comparable armed forces.
- Phase 3 – Internal and Public Consultation:
 1. Consult with CAF chain of command and users of the court martial system;
 2. Invite submissions (both general and subject-specific) from the broad public; and
 3. Conduct follow-on consultation with stakeholders or members of the public as necessary.
- Phase 4 – Option Development / Analysis / Reporting:
 1. Assess options for increasing effectiveness, efficiency and legitimacy; and,
 2. Draft a report to the JAG with recommendations for improvement, as appropriate.

The Basis for a Court Martial System: Purpose, Principles, Features & Attributes





CMCRT Comparative Study

- Canadian civilian criminal justice system:
 - The CMCRT is liaising with a recently commenced “Criminal Justice System Review” that is underway within the Department of Justice.
- Anglo-American Court Martial Systems:
 - USA (Army/Navy/Air Force/Marine Corps – Jun 2016)
 - New Zealand and Australia (Aug 2016)
 - UK and Ireland (Sep 2016)
- Other Military Court Systems:
 - Denmark (Oct 2016)
 - Netherlands and France (Nov 2016)
 - Israel (Nov 2016)



CMCRT Consultation

- Internal CAF Consultation:
 - JAG will speak briefly at AFC in Sep 16, soliciting input from all Commands, ideally from tactical, operational and strategic levels.
 - CMCRT personnel will be made available to brief staffs as required.
 - Identified CAF stakeholders would be invited to provide input directly to CMCRT (+JAG Consultations@JAG MJ Strat@Ottawa-Hull).
- Public Consultation:
 - Advised and assisted by ADM(PA), the CMCRT will seek public input:
 - Starting in Oct 16 for approximately 4 weeks;
 - CAF members would be encouraged to contribute; and,
 - Input received will be transparent and published, unless individual directs otherwise.
 - Follow-up “round table” engagements with key stakeholders from the community of military and criminal justice academics, practitioners, and judiciary would then ideally be conducted.



CMCRT Report

- Anticipated final report structure:
 1. “Introduction” (background and method) – Unclassified / public.
 2. “Court Martial System Theory” (defining terms, identifying purposes, principles, features & attributes) – Unclassified / public.
 3. “Summary of Public and Stakeholder Input” – Unclassified / public.
 4. “Analysis of Options” – Solicitor-Client Privilege / not public.
 5. “Recommendations” – Solicitor-Client Privilege / not public.
- Report will be prepared for the JAG (mid-July 2017).
 - Will lead to recommendations to MND
 - Possible independent external review



Questions and Discussion



For more information, please contact:

- Colonel Rob Holman, Deputy JAG / Military Justice, or
- Lieutenant-Commander Mike Madden, CMCRT Senior Legal and Policy Advisor

MEETING RECORD AND DECISION SHEET- AFC #160119, 19 January 2016

1150-4 (D NDHQ Sec)

Record of Discussion

s.15(1)

Armed Forces Council (AFC) # 160119

Conference Room B, 13NT, NDHQ

Tuesday, 19 January 2016

1300 to 1630h

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Briefer
I	Opening Remarks	CDS
II	Forward Agenda	Corp Sec
III	Air Expeditionary Concept	Comd RCAF
IV	RCAF Joint Capability Lead – Space	Comd RCAF
V	Canadian Army Integrated Performance Strategy	Comd CA
VI	Force Mix and Capability Analysis (FMCA)	VCDS
VII	Round Table	All
VIII	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance (absent)

Representative

LGen G.R. Thibault

Members

- | | | |
|-------------------|-------------------------------|-----------------------|
| • VCDS | LGen G.R. Thibault | |
| • DOS SJS | MGen C.A. Lamarre (absent) | Cmdre B. Auchterlonie |
| • Comd RCN | VAdm M.A.G. Norman | |
| • Comd CA | LGen J.M.M. Haine | |
| • Comd RCAF | LGen M.J. Hood | |
| • DCOS Mat | MGen A.C. Patch | |
| • Comd MILPERSCOM | LGen C.T. Whitecross (absent) | MGen D.W. Joyce |
| • Comd CJOC | LGen S.J. Bowes | |
| • Comd CFINTCOM | | |
| • Comd CANSOFCOM | BGen M.N. Rouleau | |
| • COS ADM(Fin) | BGen W. Liedtke | |

MEETING RECORD AND DECISION SHEET- AFC #160119, 19 January 2016

- | | | |
|----------------|-----------------------------|------------------|
| • COS ADM(IE) | BGen K.D. McQuillan | |
| • COS ADM(IM) | MGen G.D. Loos | |
| • JAG | MGen B.B. Cathcart (absent) | |
| • COS DGPA | BGen M. Thériault | |
| • DGIS Pol | RAdm S. Bishop (absent) | Capt(N) R. Clark |
| • Renewal Lead | MGen J.G. Milne | |
| • C Res & Cdts | MGen P.J. Bury | |
| • C Prog | MGen J.C. Madower | |
| • CFD | RAdm D.C. Hawco | |
| • CF CWO | CWO K.C. West | |

In Attendance

- | | |
|--------------------|---------------------|
| • Asst C Air Force | MGen A. Meinzinger |
| • DGDFF | BGen O. Lavoie |
| • DGCSI | Cmdre S.N. Cantelon |
| • Comd 2 Wing | Col R. Boucher |
| • D Space | Col J. Dooling |
| • DCI | Col R.W. Ermel |
| • CFD / CSD | Capt(N) J. Hamilton |
| • COS CADTC | Col J. Lambert |
| • CACSC | Col G. Smith |
| • Chief CAPD | LCol M. Sprague |
| • SA Comd CJOC | Col E. Vandahl |

Observers

- | | |
|--------------|-------------------|
| • SA CDS | Col W.H. Fletcher |
| • SA VCDS | Col M.L. Rafter |
| • D. Def Gov | Cdr F.S. Pierre |

Executive Secretary

- | | |
|------------|------------------|
| • Corp Sec | Mr. C.L. Surtees |
|------------|------------------|

Secretary

- | | |
|--------------|-----------------|
| • D NDHQ Sec | Mr. D. Verrette |
|--------------|-----------------|

Item I - Opening Remarks

1. The VCDS opened the meeting; went over the agenda and noted that the majority of the discussion would be shaping of topics for decisions to come. He informed the AFC members that they will be able to contribute, as stakeholders, to feed the Policy Committee with their opinions related to the Defence Policy Review. He summarized the work done with the Force Mix and Capability Analysis (FMCA). He also spoke to the upcoming DMC (Off-Site) which will focus on the people dimension of Defence.

MEETING RECORD AND DECISION SHEET- AFC #160119, 19 January 2016

Item II – Forward Agenda

Reference

Deck: *Forward Agendas & Action Items, 14 January 2016*

Sponsor's Elaboration

2. The Forward Agenda was not briefed.

Significant Discussion

3. Nil.

Decisions

4. Nil.

Item III – Air Expeditionary Concept

Reference

Deck: *Air Force Expeditionary Capability, 08 December 2015*

Sponsor's Elaboration

5. Comd 2 Wing, Colonel Boucher, provided AFC members with the brief on the RCAF Air Expeditionary Capability (AFEC).
6. He focused on the Expeditionary Capability as a "system", highlighting recent experiences where the RCAF validated the AFEC, and provided an overview of the AFEC program and lessons learned. He stated that the RCAF expeditionary capability is established, organized, and trained to deliver Operation effectiveness.

Significant Discussion

7. The committee engaged in a discussion around AFEC. They discussed its connection to various ongoing capital projects and its fragility as some projects are still not funded.
8. Comd RCAF stated that they were moving to a common organizational construct modeled on the AFEC for all domestic organizations to create a greater efficiency and synergy.
9. The VCDS commented on the importance of the joint support elements and the benefits of a deliberate approach to addressing them.

Decisions

10. Nil.

MEETING RECORD AND DECISION SHEET- AFC #160119, 19 January 2016

Item IV – RCAF Joint Capability Lead - Space

Reference

Deck: *RCAF Assumption of Space Joint Enabler Responsibility, 19 January 2016*

Sponsor's Elaboration

11. The briefer, Col H. Smith, provided the RCAF case for change positing that the current CAF space structure is inconsistent with the CAF historical approach, current doctrine is not optimized for either operations or future growth.
12. The briefer proposed that in order to create a structure which is consistent with traditional CAF doctrine and optimized for future growth, Comd RCAF should be appointed Executive Agent for Space and assigned responsibility for Space Force Employment (FE), Force Generation (FG), and Force Development (FD). He stated that they have not seen efficiency in a hybrid model, where FD would stay with MILPERSCOM.

Significant Discussion

13. The VCDS opened the discussion by reiterating that the threat with space capabilities is real; we needed to reflect on the important need to build resilience in this domain and to recognize that this is central for future operations. Members presented comments with respect to the weaponization of space, force development and force generation requirements, the current role of the VCDS in developing joint capabilities and the concept of a "Joint Bubba".
14. Comd RCAF envisions a common Military Occupation (MOC) for space and believes that from a military point of view we need to build people that spend their career in the Space Domain. He also pointed out that consolidating where the competency currently exists, without having to add too many additional resources may, at the end of the day, be the most efficient approach. Committee members highlighted that all services have Force Generation capabilities that may align with the requirements for the Space Domain.
15. COS ADM(IM) viewed Space as having two distinct areas; Space Ops & Space Comms. There are 2nd and 3rd order effects that needed to be understood prior to designating a specific Space Joint Enabler.
16. The VCDS concluded that there was general support for the idea.
17. Comd RCAF will bring this topic to AFCX tentatively on 3 February 2016.

Decisions

18. Continue with the Force Development activities and the campaign plan, including a detailed analysis of the 2nd and 3rd order consequences, of creating a Space Capacity and pick the right time to move ownership. Comd RCAF to bring the issue to AFCX on 3 Feb 16 where it will be exposed to the CDS.

MEETING RECORD AND DECISION SHEET- AFC #160119, 19 January 2016

Item V – Canadian Army Integrated Performance Strategy

References

Briefing Note: *Briefing Note to the CDS – The Canadian Army Integrated Performance Strategy*, 06 January 2016

Deck: *Canadian Army Integrated Performance Strategy (CAIPS)*, 19 January 2016

Sponsor's Elaboration

19. COS CADTC, Col J. Lambert, briefed the AFC on the CAIPS. He stated that the CA is committed to supporting its soldiers and families; CAIPS is focused on performance, health and fitness, and is about increasing readiness and resilience. The Army wanted to give soldiers (and others) the tools they need to thrive under stress. CAIPS was developed with active involvement of CMP as a proactive strategy that will act as a prevention mechanism (vice corrective). CAIPS must be command-led to enable institutional change and that success would be achieved one soldier at a time. CAIPS can be viewed as a pilot for future roll-out of this strategy to the CAF.

20. A website demo was also provided to AFC members.

Significant Discussion

21. The Army initiative was applauded by all and members await with anticipation the results of the Army Pilot.

Decisions

22. CF CWO to link with DGPA and after some feedback from services the CA initiative should be brought to AFCX.

Item VI – Force Mix and Capability Analysis (FMCA)

References

Table drop (Secret) Draft ROD: *Force Mix and Capability Analysis Key Leadership Engagement* 10-11 December 2015, NDHQ – 13ST CONF ROOM B vs 7,

14 January 2016

Table drop (Secret) Draft ROD: *Force Mix and Capability Analysis Key Leadership Engagement* 10-11 December 2015, NDHQ – 13ST CONF ROOM B vs 8,

18 January 2016

Table drop Deck: *Joint Capstone Concept Outline*, 19 January 2016

Sponsor's Elaboration

23. The CFD, RAdm Hawco, presented the FMCA draft ROD from a meeting held 10-11 December 2015.

MEETING RECORD AND DECISION SHEET- AFC #160119, 19 January 2016

24. The DGCSI, Cmdre Cantelon, briefed AFC on the Joint Capstone Concept. He provided the purpose, the foundational material, the outline and a timeline. He stated that based on the described environment articulated in the FSE, the implications of the paradigm described in the ICC must be understood to determine how the CAF should operate. The document introduced the consideration for 4 attributes (comprehensive, integrated, adaptive and networked) that future force development at the joint, service and domain levels must incorporate. He indicated that the challenge will be developing an effective integrated joint view of functional environments and domains that reflects the complexities of the Future Security Environment viewed through the functional lens.

Significant Discussion

25. The VCDS introduced the discussion and asked if the OPIs were well identified in the draft FMCA action item task matrix.
26. The members had a good discussion on the FMCA action items task matrix. It is understood that the Joint Capstone Concept will have to be adjusted to synchronize with the Defence Policy Review.
27. Comd CA, commented that as the FMCA task matrix was a start point for required action, he wants to disaggregate some action items into smaller tasks to ensure there are no gaps.
28. The VCDS stated that this was more than a response to policy; we needed to be the policy influencer; we need to lead the way. He spoke about the overall situation for the CAF and its multi-role and purpose and pointed out the need to make choices on where we invest. We need to be prepared to discuss all possible scenarios for delivery of effect.

Decisions

29. CFD to bring the issue to AFCX.

Item VII - Round Table

Significant Discussion

30. The VCDS indicated that we need to think through how we respond to disasters not only internationally but within in Canada and the role of the DART. This will probably be a future AFCX discussion. He also mentioned that there will be an update on Reserve Strategy 2015 at the 16 Feb AFC.

Decisions

31. Nil.

MEETING RECORD AND DECISION SHEET- AFC #160119, 19 January 2016

Item VIII - Closing Remarks

Significant Discussion

32. Nil.

Decisions

33. Nil.

Recommended

Original document signed by

Mr. C.L. Surtees
Executive Secretary

Approved

Original document signed by

Guy R. Thibault
Lieutenant General
Vice Chief of the Defence Staff

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

s.15(1)

1150-4 (D NDHQ Sec)

Record of Discussion

Armed Forces Council (AFC) # 160216

Conference Room B, 13ST, NDHQ

Tuesday, 16 February 2016

1300 to 1600h

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Briefer
I	Opening Remarks	CDS
II	Forward Agenda	Corp Sec
III	OP HONOUR Update	CMP
IV	MYEP 2016 Decision Brief	VCDS
V	Strengthening the Primary Reserve	VCDS
VI	CAF Joint Targeting - Spiral 1	DOS SJS
VII	Integrated Complaint/Conflict Management (IC2M) Project: Service Delivery	DGCFGA
VIII	Round Table	All
IX	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance

Representative

Members

- VCDS
- DOS SJS
- Comd RCN
- Comd CA
- Comd RCAF
- DCOS Mat
- Comd MPC
- Comd CJOC
- Comd CFINTCOM

LGen G.R. Thibault
MGen C.A. Lamarre
VAdm M.A.G. Norman
LGen J.M.M. Hainse
LGen M.J. Hood (absent)
MGen A.C. Patch
LGen C.T. Whitecross
LGen S.J. Bowes (absent)

MGen A. Meinzingher

RAdm P. Ellis

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

• Comd CANSOFCOM	BGen M.N. Rouleau (absent)	Col D. Mills
• COS ADM(Fin)	BGen W. Liedtke	
• COS ADM(IE)	BGen K.D. McQuillan	
• COS ADM(IM)	MGen G.D. Loos	
• JAG	MGen B.B. Cathcart	
• COS DGPA	BGen M. Thériault (absent)	
• DGIS Pol	RAdm S. Bishop	
• Renewal Lead	MGen J.G. Milne	
• C Res & Cdts	MGen P.J. Bury	
• C Prog	MGen J.C. Madower	
• CFD	RAdm D.C. Hawco	
• CF CWO	CWO K.C. West (absent)	CPO1 G.E. McTigue

In Attendance

• DG SRTSM	RAdm J. Bennett
• SJS / DGO	BGen P. Dawe
• CFD / CSD	Capt(N) J. Hamilton
• D Res	Col P. Kelley
• DDFP	Col S. Lewis
• DGCFGA	Col F. Malo
• COS SRTSM	LCol C. Horner
• SRT-SM CWO	CWO N. Belanger

Observers

• COS CDS	BGen T. Harris
• SA CDS	Col W.H. Fletcher
• SA VCDS	Col M.L. Rafter
• D Def Gov	Cdr F.S. Pierre

Executive Secretary

• Corp Sec	Mr. C.L. Surtees (absent)	Cdr F.S. Pierre
------------	---------------------------	-----------------

Secretary

• D NDHQ Sec	Mr. D. Verrette
--------------	-----------------

Item I - Opening Remarks

1. The CDS opened the meeting.

Item II - Forward Agenda

Reference

Deck: *Forward Agendas & Action Items, 09 February 2016*

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

Sponsor's Elaboration

2. Not briefed.

Significant Discussion

3. Nil.

Decisions

4. Nil.

Item III – OP HONOUR Update

Reference

Deck: *Operation HONOUR Brief to AFC–Progress Report Release and Next Steps, 16 February 2016*

Sponsor's Elaboration

5. The Director General of the Strategic Response Team on Sexual Misconduct (DG SRTSM), RAdm Bennett, indicated that the Team had established their objectives and will deliver what is expected.
6. She elaborated on the key messages and requirements from the first annual report due in June 2016, the communications strategy, a PA assessment of the external response, and on the next steps and deliverables.
7. The next key deliverable is the production of a Fragmentary Order (FRAG O) to the OP HONOUR Order. It will account for a requirement to increase situational awareness for the CDS. The information management rules of engagement are being refined and work has begun in defining the proposed end-state for the Sexual Misconduct Response Centre (SMRC). There will be a seminar in the fall of 2016. An internal survey will be initiated in April, and results are anticipated by November 2016.

Significant Discussion

8. The Comd CMP relayed to the committee members that Mme Deschamps read the progress report, and indicated that it reflected the foundation for the way forward.
9. The CDS requested that the update to the *CDS Guidance to the Commanding Officers* include direction from OP HONOUR. The CDS voiced his intent to achieve a 100% response rate for the survey. He praised the hard work done on the progress report, but specified that the SMRC (Interim) will be responsible for generating external OP HONOUR deliverables. He would like to see examples of real life situations. He would like to have widespread knowledge and training on OP HONOUR with his FRAG O. He is delighted with this positive start.

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

Decisions

10. Comd MILPERSGEN to include OP HONOUR direction in the next revision of the *CDS Guidance to Commanding Officers*.

Item IV – Multi-Year Establishment Plan (MYEP) Decision Brief**Reference**

Deck: *MYEP 2016 Decision Brief, 19 January 2016*

Sponsor's Elaboration

11. The VCDS introduced the MYEP and indicated that a strategic vision that accounts for an appropriate mix of Regular and Reserves Forces, as well as the civilian component of the Defence Team was required to ensure success and long term sustainment. This topic will be discussed at the offsite DMC on 10 Mar 16.
12. The CFD, RAdm Hawco, told the committee members that he is seeking approval of the MYEP, which will in turn inform the next Regular Force Establishment Plan and take effect in APS 17.

Significant Discussion

13. The committee members agreed in principle with the MYEP 2016.
14. The CDS stated that the Regular Force currently has very little trade space within the three Services (estimated to not exceed 500), thus limiting re-investment flexibility. The Primary Reserve (PRes) capability needs to be better leveraged. There is an enormous amount of potential in having the PRes support day-to-day operations. The CDS supports the concept of evolving the MYEP process to support an integrated strategic HR planning approach. The CDS advised that he will investigate options pertaining to maintaining highest possible TES while also accounting for the need to care for our ill and injured in transition.

Decisions

15. The MYEP 2016 was approved as presented.

Item V – Strengthening the Primary Reserve**References**

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

Sponsor's Elaboration

16. The C Res & Cdts, MGen Bury, told the committee members that he will confirm the apportionment baseline, develop Primary Reserve (PRes) establishment models and promote cultural changes to link effectiveness to prescribed levels of mandated training.

Significant Discussion

17. The committee discussed the *Primary Reserve Strategy* and felt that it would be difficult to achieve the targets within the currently intended timelines. Comd MILPERSCOM acknowledged the ongoing capacity challenges to process the PRes intake to Development Period One.
18. The CDS elaborated on the changes and work being done as a result of the Strategy, including consultation with the MND in support of the Defence Policy review, and exploring abandoning the average paid strength accounting model, that has not proven to be ideal to manage PRes personnel resources. He reminded that the evolution of the PRes must be conducted within the construct of MYEP and the Force Mix and Capability Analysis.
19. The VCDS indicated that we needed to ensure we have plans in place to deal with issues related to the compensation of PRes casualties.

Decisions

20. Nil.

Item VI – CAF Joint Targeting – Spiral 1**References**

Table drop (Secret) Deck: *Targeting Spiral 1 Brief to AFC, 16 February 2016*

Sponsor's Elaboration

21. The SJS DGO, BGen Dawe, provided an update on the CDS intent to mature and institutionalize the CAF Joint Targeting capability.
- He engaged the discussion and sought guidance for the implementation of Spiral 1 and the way forward for Spiral 2. He told the committee that in early March 2016, he would be providing a decision brief to the CDS on the COAs.

Significant Discussion

22. The committee engaged in a discussion that included the resources and organizational requirements, as well as governance considerations given the Force Development and operational elements of this joint capability. The members were comfortable with what was being proposed.

s.21(1)(a)

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

23. The Comd CA did not feel they were fully engaged as yet, and wanted to ensure the CA was aware of progress being made. The VCDS commented that this was a fundamental rethink on how we conduct joint operational business.

Decisions

24. Nil.

Item VII – Integrated Complaint/Conflict Management (IC2M) Project: Service Delivery

References

Sponsor's Elaboration

25. The DGCFGA, Col Malo, talked about the vulnerability that still exists despite the progress made through OP RESOLUTION, and stated that the proposed model called for a single point of entry for most complaints and conflicts related to alleged professional misconduct (harassment, discrimination, abuse of authority). Sexual harassment is not in the scope of the IC2M, nor are the programs in place for public servants at this point. He mentioned that, as directed a few years ago by AFC, this model would offer an alternate place for CAF members to go to that is outside the chain of command, but that also provides support to the chain of command. The administrators would have to be qualified and would also be responsible for analysing cases, fostering standard responses, monitoring progress and reporting. The resource requirements to support the new model need to be identified. The intent is to establish a combined team of military members and civilian employees at the base level to fill the current void.

Significant Discussion

26. The committee entered into a discussion about frustrations resulting from the chain of command not delivering to the expectations of members; applying policies inconsistently; not being able to filter what should be a formal grievance and what should or could be handled at the lowest level with adequate support. Discussions followed on the staffing considerations for this proposed IC2M structure. The briefer offered that the resources could reside at the Base Orderly Room (BOR) level, with one or two people per base, where they could report to the Unit Commanding Officer. The possibility of establishing a direct reporting relationship to the Base Commanding Officers was also discussed.
27. The Comd MPC was pleased to announce the selection of Ms. Glynnis French as the new Executive Director of the Sexual Misconduct Response Centre (Interim) (SMRC(I)). She also relayed to the committee that the *Deschamps Report* identified that this type of capability would enable OP HONOUR. The feedback received from various Town Halls within MPC indicated that people were looking for a capability of this nature.

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

28. The VCDS commented that this capability would allow the CAF to have a more consistent approach to conflict resolution, by providing the Commanding Officers with access to this expertise. The CFD suggested that second order effects on processes and authorities should be clearly identified. The VCDS proposed a partial roll out, then to assess results on service delivery to confirm the validity of the model prior to expanding it.
29. The CDS stated that complaint/conflict management and resolution for CAF members is a chain of command issue. He agreed with the VCDS' suggestion and advised that CFB Borden should be part of this trial. He mentioned that we will need to find offset funds. He also directed that the model be rationalized with extant capabilities and resources in bases and units.
30. The JAG warned the committee that, as currently described, this model will need major policy and NDA changes.

Decisions

31. The CDS authorized VCDS to proceed with a pilot study. He re-iterated the importance that this capability be responsive to the chain of command.

Item VIII - Round Table

Significant Discussion

32. The CDS re-iterated his direction regarding the way forward for the JPSU governance.

Decisions

33. Nil

MEETING RECORD AND DECISION SHEET- AFC #160216, 16 February 2016

Item IX - Closing Remarks

Significant Discussion

34. Nil.

Decisions

35. Nil.

Recommended

Original document signed by

Mr. C.L. Surtees
Executive Secretary

Approved

Original document signed by

J.H. Vance
General
Chief of the Defence Staff

MEETING RECORD AND DECISION SHEET- AFC #160022, 22 March 2016

1150-4 (D NDHQ Sec)

Record of Discussion

Armed Forces Council (AFC) # 160322

**Conference Room B, 13ST, NDHQ
 Tuesday, 22 March 2016
 1300 to 1430h**

s.15(1)

Agenda

The agenda for this AFC comprised of:

Item	Subject	Briefer
I	Opening Remarks	CDS
II	Forward Agenda	Corp Sec
III	Cyber Military Employment Study	CFD
IV	Non-Public Property (NPP) – Sponsorship and Donation Program	CMP
V	Round Table	All
VI	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance

Representative

Members

- | | | |
|------------------|-------------------------------|---------------|
| • VCDS | LGen G.R. Thibault | |
| • DOS SJS | MGen C.A. Lamarre | |
| • Comd RCN | VAdm M.A.G. Norman | |
| • Comd CA | LGen J.M.M. Hainse | |
| • Comd RCAF | LGen M.J. Hood | |
| • DCOS Mat | MGen A.C. Patch | |
| • Comd MPC | LGen C.T. Whitecross (absent) | MGen D. Joyce |
| • Comd CJOC | LGen S.J. Bowes (absent) | RAdm P. Ellis |
| • Comd CFINTCOM | | |
| • Comd CANSOFCOM | BGen M.N. Rouleau | |
| • COS ADM(Fin) | BGen W. Liedtke (absent) | |
| • COS ADM(IE) | BGen K.D. McQuillan | |
| • COS ADM(IM) | MGen G.D. Loos | |
| • JAG | MGen B.B. Cathcart | |

MEETING RECORD AND DECISION SHEET- AFC #160022, 22 March 2016

- | | | |
|----------------|----------------------------|---------------|
| • COS DGPA | BGen M. Thériault (absent) | Col J. Janzen |
| • DGIS Pol | RAdm S. Bishop | |
| • Renewal Lead | MGen J.G. Milne (absent) | |
| • C Res & Cdts | MGen P.J. Bury | |
| • C Prog | MGen J.C. Madower | |
| • CFD | RAdm D.C. Hawco | |
| • CF CWO | CWO K.C. West | |

In Attendance

- | | |
|------------|-----------------|
| • DG Cyber | BGen F. Allen |
| • DGMWS | Cmdre M. Watson |

Observers

- | | |
|-------------|-------------------|
| • COS CDS | BGen T. Harris |
| • SA CDS | Col W.H. Fletcher |
| • SA VCDS | Col M.L. Rafter |
| • D Def Gov | Cdr F.S. Pierre |

Executive Secretary

- | | |
|------------|------------------|
| • Corp Sec | Mr. C.L. Surtees |
|------------|------------------|

Secretary

- | | |
|--------------|-----------------|
| • D NDHQ Sec | Mr. D. Verrette |
|--------------|-----------------|

Item I - Opening Remarks

1. The VCDS opened the meeting.
2. The CDS mentioned that we need to ensure the Canadian Armed Forces (CAF) are integrating gender perspectives into the analysis, planning, execution and evaluation of all CAF operations. This is more than just a target, we must deliver.
3. The CDS recognized the Non-Public Property (NPP) as a good board, understanding its importance. As with the Chief of the Defence Staff (CDS), Base / Wing Commanders and Unit Commanding Officers this board is used for the benefit of serving and former Canadian Armed Forces personnel and their families. He wanted senior leaders around the table to have a thorough discussion about it. We need to establish direction on this and ensure we are comfortable with it.

Item II - Forward Agenda

Reference

Deck: *Forward Agendas & Action Items, 15 March 2016*

MEETING RECORD AND DECISION SHEET- AFC #160022, 22 March 2016

Sponsor's Elaboration

4. The Forward Agendas & Action Items were not briefed.

Significant Discussion

5. Nil.

Decisions

6. Nil.

Item III – Cyber Military Employment Study

Reference

Deck: *AFC Endorsement Request: Cyber Military Employment Structure Analysis Recommendation and Implementation, 22 March 2016*

BN: *ENDORSEMENT REQUEST – CYBER MILITARY EMPLOYMENT STRUCTURE ANALYSIS RECOMMENDATION AND IMPLEMENTATION, 09 March 16*

Staff Paper:

CYBER MILITARY EMPLOYMENT STRUCTURE ANALYSIS SUMMARY, 24 Feb 16

Sponsor's Elaboration

7. DG Cyber, BGen Allen, seeks AFC endorsement of the recommendation from the Sponsor Advisory Group (SAG) co-led by DG Cyber and DPGR to proceed with the Military Employment Structure (MES) Implementation Plan for a new Regular Force NCM trade called Cyber Operator.
8. She briefed AFC and provided the background; existing structure; some assumptions and milestones to date. The MES Analysis PDP issues and MES principles were provided along with MES Analysis options.
9. She requested AFC endorsement of the SAG 3 decision to implement a CYBER Op Occupation.

Significant Discussion

10. The committee had a good discussion on the topic focused on: the retention after training; the need to ensure we pay them enough to be able to keep them; Voluntary Occupational Transfer (VOT) and its stress effect on the feeder trade; and the force mix needed for Cyber, which includes the Regular Forces, Reserve Forces and Civilians.
11. The Comd CA believed we need to act quickly if we wanted to tap the Reserves and the C Res & Cdts stated he would be happy to identify individuals that may already have the appropriate cyber skills.

MEETING RECORD AND DECISION SHEET- AFC #160022, 22 March 2016

12. The Comd CANSOFCOM cautioned to be careful about the backend support and training and other resources that would be required. He suggested that bringing in personnel at an elevated rank level may also prove effective in recruiting and retention.
13. The CDS was satisfied with the discussion. We want to implement this quickly, and we need to have a way to get the right mix of resources within CAF and in partnering with CSE. He challenged CMP to think outside of the box in the approach to creating this occupation.

Decisions

14. The CDS endorsed the SAG 3 (Single Cyber Operator Occupation) recommendation. DG Cyber and DPGR to come back with a joint presentation, when it is ready to launch in August.

Item IV – Non-Public Property (NPP) – Sponsorship and Donation Program

Reference

Deck: *NPP Donation and Sponsorship Program - Status Update, Not dated*

Sponsor's Elaboration

15. The Director Strategic Outreach and Initiatives (DSOI), Jo-Anne MacDonald, briefed the committee on the NPP Donation and Sponsorship Program. It is growing in terms of the value of contributions and the number of authorised agents, creating a competitive landscape both internally and externally. The general sense is that this will increase and she believed that the environment was there to get the right support. Some bases only have sponsorship donations and she mentioned that in that area they had questions on the role and responsibilities around it.
16. Briefer stated that previously there was chaos and this put the institution at risk. We could be better by empowering people to do their jobs; and ensure control measures are commanders' business.
17. She suggested that new local partners should remain engaged locally as local business wanted to help at the local level and the national level could support the local level.

Significant Discussion

18. The committee members engaged in a discussion on the NPP - Sponsorship and Donation Program. There was consensus that the behaviour needed to be consistent at local level. The leadership wants to continue to support this important program. They want to ensure we stay within the Review Services (RS) recommendations to ensure there are sufficient controls in place to ensure long term success of the program. They discussed the risks associated with soliciting/accepting donations and sponsorships; donor and sponsor fatigue; possible financial dependency on external entities and adverse reputational consequences; the branding around this and the possible positive or negative impacts; understanding that poor press reviews may harm the program or the CAF.

MEETING RECORD AND DECISION SHEET- AFC #160022, 22 March 2016

19. The CDS reiterated that this is a very important part of our program. He recalled the post Afghanistan time, where it brought a lot of compassion to DND. He was less concerned about donor fatigue and did not think we had to be in the business of attracting revenue for our NPP program. He looks forward to continuing to attract donors and ensuring we stick with the guidelines proposed by RS. He stated we were risk adverse and we need to remember that we have other charities as well.
20. The CDS was interested to determine where the tension was; he wanted DSOI to come back to him on that one. He detected some tension and concerns around the program. Questions related to how we perceived brand perception, the protection of the CAF reputation and how we build the relationship need to be addressed.
21. The VCDS wanted to have some to control associated with the Yellow "Support Our Troops" Ribbon. We needed to have some constraints as to where it will be displayed or if member can be in uniform for various occasions. He wondered how much risk we are taking and stated we should be mindful of the brand and we need to discuss this further.
22. The NPP Board supports the CDS in his role of governing authority over NPP activities and provides input and advice on strategic plans, policies and guidance; NPP investments; and Acceptance of the audited financial statements. The CDS pointed out that we need to address; who does what where and why; we needed a clear policy. We needed a primary discussion at AFC followed by a single policy with a timeline for May with NPP.

Decisions

23. The CDS requested DSOI to come back to him to show where the tensions were.
24. The CDS requested a clear policy document on NPP.

Item V - Round Table

Significant Discussion

25. Nil.

Decisions

26. Nil.

MEETING RECORD AND DECISION SHEET- AFC #160022, 22 March 2016

Item VI - Closing Remarks

Significant Discussion

27. Nil.

Decisions

28. Nil.

Recommended

Original document signed by

Mr. C.L. Surtees
Executive Secretary

Approved

Original document signed by

J.H. Vance
General
Chief of the Defence Staff

MEETING RECORD AND DECISION SHEET- AFC #160418, 18 April 2016

1150-4 (D NDHQ Sec)

Record of Discussion

Special Armed Forces Council (AFC) # 160418

s.15(1)

Rideau Hall
Monday, 18 April 2016
1115 to 1445h

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Briefer
I	Opening Remarks	HEGG / CDS
II	CAF Operations Update	CJOC
III	Special Operations Update	CANSOFCOM
IV	Defence Policy Review (DPR)	CFD
V	CAF Personnel Issues	Comd MPC
VI	Round Table	All
VII	Closing Remarks	HEGG / CDS

Committee

Chairman

- CDS

Gen J.H. Vance

Representative

Members

- | | | |
|------------------|-----------------------------|-------------------|
| • VCDS | LGen G.R. Thibault | |
| • Comd RCN | VAdm M.A.G. Norman (absent) | RAdm M.F.R. Lloyd |
| • Comd CA | LGen J.M.M. Hainse | |
| • Comd RCAF | LGen M.J. Hood | |
| • Comd MPC | LGen C.T. Whitecross | |
| • Comd CJOC | LGen S.J. Bowes | |
| • Comd CFINTCOM | | |
| • JAG | MGen B.B. Cathcart | |
| • C Res & Cdts | MGen P.J. Bury | |
| • CFD | RAdm D.C. Hawco | |
| • Comd CANSOFCOM | BGen M.N. Rouleau | |
| • COS DGPA | BGen M. Thériault | |
| • CF CWO | CWO K.C. West | |

MEETING RECORD AND DECISION SHEET- AFC #160418, 18 April 2016

In Attendance

- | | |
|---------------|-------------------------|
| • DComd JFCNP | LGen J.A.J. Parent |
| • DComd NORAD | LGen J.J.P. St-Amand |
| • CFPM | BGen R.P. Delaney |
| • CF Chap Gen | BGen J.J.G. Chapdelaine |
| • CF Surg Gen | BGen H.C. MacKay |

Observers

- | | |
|-----------|-------------------|
| • COS CDS | BGen T. Harris |
| • SA VCDS | Col M.L. Rafter |
| • MA HEGG | Cdr D.I. Campbell |

Executive Secretary

- | | |
|------------|------------------|
| • Corp Sec | Mr. C.L. Surtees |
|------------|------------------|

Secretary

- | | |
|-------------|-----------------|
| • D Def Gov | Cdr F.S. Pierre |
|-------------|-----------------|

Item I - Opening Remarks

1. His Excellency the Right Honourable David Johnston, Governor General and Commander-in-Chief of Canada (HEGG) welcomed the members of AFC to Rideau Hall, indicating that it was a pleasure to have an opportunity to have discussions with the CAF Leadership.
2. HEGG spoke about the appointment of his wife Her Excellency Sharon Johnston as Honorary Captain(N) of Military Personnel Command and how, in support of their common mandate to strengthen the pillars of families, children and learning, her new role presents opportunities for the greater CAF family, specifically in the area of mental health. He spoke about his sense that Canada has been made stronger in the recent years.
3. Speaking about his new book "*The Idea of Canada: Letters to a Nation*", which will be imminently launched, HEGG explained how he has always used the letter-writing form to tackle his passions, challenges and goals, and to help him crystallise his thoughts. The book, explores the values, sensibilities, traditions and achievements that together have made Canada unique in the world. He recounted an anecdote to illustrate ways to connect with young Canadians.
4. HEGG then proceeded to read a letter to CAF members that he selected from his book. He spoke about the progressive evolution of the Canadian military into a professional and flexible force, which reflects the values of compassion, discipline and courage. He spoke about the mission in Afghanistan, where CAF members "soldiered on" despite tremendous challenges, helping in the rebuilding of a nation. He highlighted the elements of "duty, courage and honour", which are core to the CAF military ethos.

MEETING RECORD AND DECISION SHEET- AFC #160418, 18 April 2016

5. The CDS thanked HEGG for his welcome, and for allowing him to bring to Rideau Hall a larger AFC membership, which reflects inclusiveness in both the commands and the functional areas that govern the CAF. He introduced the agenda, highlighting the fact that the Defence Policy Review (DPR) is an exciting time for the CAF. He spoke about his key priority of CAF member wellness, and solicited council from HEGG on the DPR process. Finally, the CDS acknowledged that this would be LGen Thibault's last AFC with HEGG.
6. HEGG related an anecdote about his interaction with a young girl during a recent Terry Fox run, to illustrate how, through active engagement, an abstract concept can evolve to become a tangible fact and to foster a personal connection.

Item II – Canadian Armed Forces (CAF) Operations Update

Reference

Deck: *Armed Forces Council Executive - CAF Operations, 18 April 2016*

Sponsor's Elaboration

7. Comd CJOC provided an update on current operations, including those of episodic nature. The cooperation between the RCN, USN and USCG was highlighted through recent successes in Op CARRIBE. Op CALUMET underlined the dynamic operational environment in the Middle East, and how the CAF needs to constantly adjust its response and support.

Significant Discussion

8. A discussion ensued on the process for requesting, planning and coordinating CAF assistance for Continental Operations, and on the role of the CAF in light of the DPR.
9. The AFC talked about the evolution of Canada's contribution to Op IMPACT, including the transition to the new mandate and its key focus areas.
10. The current challenges with not having a national policy to orient the CAF's planning activities in the complex region of the South China Sea, was highlighted. The discussion concluded with the acknowledgement of the upcoming UN Summit.

Decisions

11. Nil.

Item III – Special Operations Update

Reference

Deck: *CANSOFCOM Global Laydown, not dated*

MEETING RECORD AND DECISION SHEET- AFC #160418, 18 April 2016

Sponsor's Elaboration

12. Comd CANSOFCOM provided an overview of CANSOFCOM's current structure and capabilities. He discussed the roles of the National CBRN Response Team and the Immediate Response Task Force. He highlighted recent SOF success stories in the Caribbean

Significant Discussion

13. Comd CANSOFCOM discussed the process through which recommendations are made to the government for the provision of SOF support. This led to a general discussion on how the DPR could help redefine or clarify what SOF activities contribute to peace and security, and what global effects would be provided by the CAF in support of the new Defence policy.
14. HEGG, acknowledging the request from the CDS for his guidance, spoke about the importance, throughout the DPR, to remain truthful about what can and cannot be achieved, and to educate Canadians on the true priorities, and their associated human resource requirements and financial implications.

Decisions

15. Nil.

Item IV – Defence Policy Review (DPR)**Reference**

Deck: *Defence Policy Review, 18 April 2016*

Sponsor's Elaboration

16. RAdm D.C. Hawco, CFD presented an overview of the DPR. He spoke about the role of the advisory panel and how the consultation paper will set the conditions for an open dialogue and for educating stakeholders. He commented on the ability to leverage the current regularized programs for consulting with key allied nations, including the work currently underway within ADM(Pol) to obtain lessons learned on their comparable endeavours.
17. CFD highlighted the three *DPR Strands* that are considered essential for the CAF, elaborating on the Force Mix and Capability Assessment, Capability Based Planning, and Joint Command and Control. The aim is for the DPR to inform the *Budget 2017*. He also discussed the matter of CAF mission sets and degree of concurrent activities.

Significant Discussion

18. The CDS indicated that it was critical to clearly understand which absolute deliverables the government required the CAF to provide sustain and evolve. He spoke about the importance of including human resource considerations into the DPR, stating that core CAF capabilities

MEETING RECORD AND DECISION SHEET- AFC #160418, 18 April 2016

could be at risk of progressive erosion should wellness initiatives not be adequately taken into account. The notion of a social contract between Canada and the CAF members was discussed.

19. This topic concluded with a dialogue on resourcing. Lessons learned from our allies prominently noted the need to first address funding considerations. The escalator rule does not currently account for capital programs. A commitment from the government to fund program priorities is essential to the implementation of a credible Defence policy.

Decisions

20. Nil.

Item V – CAF Personnel Issues

Reference

Deck: *Military Personnel, not dated*

Sponsor's Elaboration

21. Comd MPC introduced her presentation by indicating that she had selected five areas of interest, from the vast military human resource portfolio, for tabling at this Special AFC.
22. She spoke about the new recruiting targets to meet Employment Equity considerations, current attrition rates, and initiatives to improve the recruiting, retention and governance over the Reserve Force. It was noted that some CAF human resource policies remain rooted in Cold War era concepts, and required review and modernization.
23. She spoke about the misalignment between compensation and benefits policies and the CAF strategic objectives, and on the work being done to address this situation. She highlighted recent improvements to the Joint Personal Support Unit governance model, on the four phases of the CAF diversity strategy, and completed her presentation with recent findings resulting from the most recent Op HONOUR status report.

Significant Discussion

24. A discussion followed on Op HONOUR statistics and results to date. Feedback from the rank and file is that they are now more aware of this matter, and are proud of this opportunity to positively change the culture. The chain-of-command is also more aware, informed and actively engaged than ever. The challenges with effecting lasting culture changes, and with reaching all generations who compose the CAF, were brought up. HEGG spoke about his personal experience in observing, throughout his career, how universities handled cases of alleged sexual misconduct, how they established a structure and processes to support the victims, and how they evolved to improve the culture of the faculty and the students.

MEETING RECORD AND DECISION SHEET- AFC #160418, 18 April 2016

Decisions

25. Nil.

Item VI - Round Table

Significant Discussion

26. Comd CA spoke about Exercise MAPLE RESOLVE, to train the CA's high readiness brigade. DComd JFCNP briefly spoke about NATO's current global focus areas.

Decisions

27. Nil.

Item VII - Closing Remarks

Significant Discussion

28. The CDS thanked HEGG on behalf of the AFC for his invitation to Rideau Hall, emphasizing that it was a genuine privilege to be given the opportunity to operate AFC in front of His Excellency.

29. HEGG thanked AFC for their presence, and for their every-day leadership of the CAF. He expressed his admiration for the great establishment that is the CAF.

Decisions

30. Nil.

Recommended

Original document signed by

Mr. C.L. Surtees
Executive Secretary

Approved

Original document signed by

J.H. Vance
General
Chief of the Defence Staff

MEETING RECORD AND DECISION SHEET- AFC #160920, 20 September 2016

s.15(1)

1150-4 (D NDHQ Sec)

Record of Discussion

Armed Forces Council (AFC) # 160920

**Conference Room B, 13ST, NDHQ
Tuesday, 20 September 2016
1300 to 1330h**

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Briefer
I	Opening Remarks	CDS
II	Forward Agenda	Corp Sec
III	Defence Policy Review (PDR)	CFD
IV	Brief on Honorary Appointment Process Review (Transferred to AFCX)	ADM (RS)
V	Health and Lifestyle Information Survey of CAF 2013/14 – Reg F	CMP
VI	Court Martial Comprehensive Review	JAG
VII	Round Table	All
VIII	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance (absent)

Representative

VAdm M.A.G. Norman

Members

- | | | |
|------------------|----------------------------|------------------------|
| • VCDS | VAdm M.A.G. Norman | |
| • DOS SJS | MGen C.A. Lamarre (absent) | |
| • Comd RCN | VAdm M.F.R. Lloyd (absent) | RAdm G. Couturier |
| • Comd CA | LGen P.F. Wynnnyk | |
| • Comd RCAF | LGen M.J. Hood (absent) | MGen A. Meinzingar |
| • DCOS Mat | MGen A.C. Patch | |
| • Comd MPC | LGen C.T. Whitecross | |
| • Comd CJOC | LGen S.J. Bowes (absent) | RAdm J.R. Auchterlonie |
| • Comd CFINTCOM | | |
| • Comd CANSOFCOM | MGen M.N. Rouleau | |

MEETING RECORD AND DECISION SHEET- AFC #160920, 20 September 2016

- | | |
|----------------|--------------------------|
| • COS ADM(Fin) | BGen W. Liedtke (absent) |
| • COS ADM(IE) | BGen K.D. McQuillan |
| • COS ADM(IM) | MGen G.D. Loos |
| • JAG | MGen B.B. Cathcart |
| • COS DGPA | BGen M. Thériault |
| • DGIS Pol | RAdm S. Bishop (absent) |
| • C Res & Cdts | MGen P.J. Bury |
| • C Prog | MGen J.C. Madower |
| • CFD | RAdm D.C. Hawco |
| • Surg Gen | BGen H. MacKay |
| • CF CWO | CWO K.C. West (absent) |

In Attendance

- | | |
|-----------------|---------------------|
| • DG Cyber | BGen F. Allen |
| • DGMWS | Cmdre M. Watson |
| • D Strat Coord | Capt(N) J. Hamilton |
| • DDPC | Col. S. Menard |

Observers

- | | |
|--------------|--------------------|
| • COS CDS | BGen T. Harris |
| • SA VCDS | Capt(N) R. Feltham |
| • D. Def Gov | LCol T. Paisley |

Executive Secretary

- | | |
|------------|------------------|
| • Corp Sec | Mr. C.L. Surtees |
|------------|------------------|

Secretary

- | | |
|--------------------|-----------------|
| • Corp Sec Analyst | Mrs. A. Lalonde |
|--------------------|-----------------|

Item I - Opening Remarks

1. The VCDS opened the meeting. He explained that the methodology used to identify the topics which will be presented at Governance committees will be revisited and that a thematic approach will be considered. Themes will be identified and confirmed at a later date. This review will focus on three key components: the exchange of information of common interests, identification of items which require shaping, direction or decision of senior leadership and the review of items by the Joint Chiefs.
2. The VCDS reminded the members of the importance of providing the briefing material in advance to enable senior leadership sufficient preparation time. He also stated that members should arrive prepared to discuss the topics presented as the amount of formal presentations will decrease over time.

MEETING RECORD AND DECISION SHEET- AFC #160920, 20 September 2016

Item II – Forward Agenda**References**

Deck: *AFC Forward Agenda 20 September 2016*

Sponsor's Elaboration

3. The Corp Sec presented the Forward Agenda.

Significant Discussion

4. The members discussed the pending item list, confirmed the validity of topics and identified an upcoming AFC meeting date where they should be presented.

Decisions

5. Corp Sec to update the AFC Forward Agenda items.

Item III – Defence Policy Review (DPR)**Reference**

Deck: DPR Update (Classified)

Sponsor's Elaboration

6. CFD updated the AFC members on the DPR. The consultation process and nuances between the expert panel and the public participants were covered. Information was largely pulled from a presentation to the Minister. The specifics of this update were classified and can be found on CSNI.

Significant Discussion

7. Key dates were noted:

Decision

8. Nil.

Item IV – Brief on Honorary Appointments Process Review**Reference**

Nil.

Sponsor's Elaboration

9. This item will not be discussed at AFC and will be transferred to AFCX.

MEETING RECORD AND DECISION SHEET- AFC #160920, 20 September 2016

Significant Discussion

10. Nil.

Decision

11. Nil.

Item V – Health and Lifestyle Information Survey of CAF 2013/14 – Reg F

Reference

Deck: *Key Findings of the 2013/14 Health & Lifestyle Information Survey – Regular Force, no date.*

Sponsor's Elaboration

12. The Surgeon General briefed the AFC members on the finding of the Health and Lifestyle Information Survey. He stated that obesity is the key element identified through the findings which has an impact on the CAF readiness as do injuries and sickness. CMP will focus on increasing obesity awareness for CAF members and will emphasize prevention mechanisms through the delivery of their health programs. An Obesity Strategy with a 10-year approach will be developed shortly. The Surgeon General indicated that the information from this survey will be made public.
13. The Surgeon General stated that in terms of overall health the survey identified that 44.4% of CAF members are suffering from a recurring injury. Tobacco use has decreased in the last few years but excessive consumption of alcohol remains an issue although the awareness level is adequate.
14. Comd MPC pointed out that some injuries are linked to the use of ill-fitted equipment; specifically equipment for smaller individuals such as women. She further explained that in terms of personnel retention there is a need to have equipment available for all body types.

Significant Discussion

15. The members discussed the obesity trends and the potential demographic linkages. It was noted that data cannot be made available at the bases and wings level but that the data currently available should be sufficient to identify trends and potential areas for improvement. It was noted that the findings were based on a small data set and that it was not practical to survey the 37,000 members required to have the complete picture representative of the total CAF. It was discussed that the new FORCE data could be leveraged to obtain a larger sampling though this data would not contain certain data points.
16. Comd CANSOFCOM stated that there might be a need to revisit the gym equipment provided to the CAF personnel in order to reflect the current fitness trends such as free weights versus

MEETING RECORD AND DECISION SHEET- AFC #160920, 20 September 2016

body weight exercises and equipment. He suggested that lower level commanders should be empowered to modernize their fitness facilities as the current CAF's facilities vary in quality.

17. The VCDS stated that there is a requirement for L1s to get involved in developing an approach. It was noted that the Fitness Steering Committee chaired by Asst CMP should be addressing some of these health issues such as the prevention of injuries and obesity including the data collection, and mechanisms used to report injuries.

Decision

18. **The Fitness Steering Committee should focus on wellness, health and fitness and identify the outcomes we are trying to achieve.**

Item VI – Court Martial Comprehensive Review

Reference

Deck: *Court Martial Comprehensive Review: Background Information for AFC, dated 20 Sep 16*

Sponsor's Elaboration

19. JAG provided an update on the Court Martial work completed over the summer period. The overall focus is to increase the effectiveness and legitimacy of the Military Justice System. Options will be developed and online public consultations will occur. The CAF members are invited to participate. In addition, an interim consultation will occur through the chain of command. JAG will be formally soliciting inputs from L1 organizations in the following weeks.

Significant Discussion

20. The members discussed the status of Bill C-71 Declaration of Victims' Rights and the Summary Trial System. It was discussed that as the consultation process extends across the country, the CDS noted that feedback should be coordinated through the chain of command.

Decision

21. Nil.

Item VII – Round Table

Significant Discussion

22. The Surgeon General reminded AFC members that the Bell Let's Talk initiative is coming soon and asked L1s who wish to submit ideas in terms of events to do so through their Public Affairs (PA) coordinators.
23. Comd CA announced that approximately 23,000 runners took part in the Army Run this year along with the Minister of National Defence and congratulated all the participants.

MEETING RECORD AND DECISION SHEET- AFC #160920, 20 September 2016

24. Comd MPC referred to the CDS message on Veterans Income Support Benefits. She also stated that her organization will be moving to the Carling campus in November.

25.

26. The VCDS congratulated Comd MPC for her recent appointment to Head the NATO Staff College in Rome for summer 2017.

27. Corp Sec introduced LCol T. Paisley as the new Director Defence Governance.

Decisions

28. Nil.

Item VI – Closing Remarks**Significant Discussion**

29. Nil.

Decisions

30. Nil.

Recommended

Original document signed by

C.L. Surtees
Executive Secretary

Approved

Original document signed by

M.A.G Norman
Vice Admiral
Vice Chief of the Defence Staff

MEETING RECORD AND DECISION SHEET- AFC #161018, 18 October 2016

s.15(1)

1150-4 (D NDHQ Sec)

Record of Discussion

Armed Forces Council (AFC) # 161018

Conference Room B, 13ST, NDHQ

Tuesday, 18 October 2016

1300 to 1400h

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Briefer
I	Opening Remarks	CDS
II	Forward Agenda	Corp Sec
III	Update on ADM (S&T)'s Capability Review	ADM (S&T)
IV	Round Table	All
V	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance (absent)

Representative

VAdm M.A.G. Norman

Members

• VCDS	VAdm M.A.G. Norman	
• DOS SJS	MGen C.A. Lamarre (absent)	
• Comd RCN	VAdm M.F.R. Lloyd (absent)	RAdm G. Couturier
• Comd CA	LGen P.F. Wynnyk	
• Comd RCAF	LGen M.J. Hood (absent)	BGen S. Clancy
• DCOS Mat	MGen A.C. Patch	
• Comd MPC	LGen C.T. Whitecross	
• Comd CJOC	LGen S.J. Bowes	
• Comd CFINTCOM		
• Comd CANSOFCOM	MGen M.N. Rouleau	
• COS ADM(Fin)	BGen W. Liedtke	
• COS ADM(IE)	BGen K.D. McQuillan	
• COS ADM(IM)	MGen G.D. Loos	
• JAG	MGen B.B. Cathcart	
• DGPA	BGen M. Thériault	
• DGIS Pol	RAdm S. Bishop (absent)	
• Renewal Lead	MGen J.G. Milne (absent)	
• C Res	MGen P.J. Bury	

MEETING RECORD AND DECISION SHEET- AFC #161018, 18 October 2016

- | | | |
|----------|--------------------------|-----------------|
| • C Prog | MGen J.C. Madower | |
| • CFD | RAdm D.C. Hawco (absent) | BGen R.W. Ermel |
| • CF CWO | CWO K.C. West | |

In Attendance

- | | |
|-----------|--------------|
| • DST Pol | Ms. E. Brown |
|-----------|--------------|

Observers

- | | |
|-------------|----------------------|
| • SA CDS | Col J.H.P.S. Boucher |
| • SA VCDS | Capt(N) R. Feltham |
| • D Def Gov | LCol T. Paisley |

Executive Secretary

- | | |
|------------|------------------|
| • Corp Sec | Mr. C.L. Surtees |
|------------|------------------|

Secretary

- | | |
|--------------------|-----------------|
| • Corp Sec Analyst | Mrs. A. Lalonde |
|--------------------|-----------------|

Item I - Opening Remarks

1. The VCDS opened the meeting. He explained that the approach used to identify the topics which will be presented to L0 and L1 committees will be revisited and that a thematic approach is being considered. Topics will be selected by Senior Leadership to support them in their decision making roles.
2. The VCDS briefly spoke about the Defence Policy Review (DPR) and the engagements schedule. It was noted that the Minister of National Defence (MND) will be providing an update to Cabinet on 20 Oct 16. The outcome of this meeting will inform the next steps of the DPR.

Item II - Forward Agenda

References

Deck: *AFC Forward Agenda 18 October 2016.*

Sponsor's Elaboration

3. The Corp Sec presented the Forward Agenda.

Significant Discussion

4. Nil.

Decisions

5. CAF J6 topic to be added to AFC's Forward Agenda.

Item III – Update on ADM (S&T)’s Capability Review

Reference

Deck: *Defence and Security S&T, dated 4 Oct 2016.*

Sponsor’s Elaboration

6. ADM (S&T) updated the members on their ongoing capability review.

He stated that the Defence and Security S&T Strategy will be reviewed in collaboration with CFD once the Defence Policy Review (DPR) is completed.

7. ADM (S&T) explained that there are two Courses of Actions (COAs). COA1 describes the option to broaden the depth and invest in S&T activities. The greater depth would translate into leveraging S&T innovation both internally and externally to DND/CAF. COA 2 would enable the organization to remain in a sustainment mode. Three transition plans have been identified and will be finalized by 1 Apr 17.
8. ADM (S&T) is working in collaboration with ADM (Mat) and Shared Services Canada (SSC) to optimize their procurement process. It was noted that the Buy and Try approach could be an alternative responding to the requirement for an open transparent procurement process. This approach allows operators to trial and provide feedback but would exclude the larger capital projects.

Significant Discussion

9. The members discussed the methodology used by other countries in accessing S&T’s expert information. It was noted that United Kingdom and Australia invest in Defence innovation initiatives which produces faster and more agile S&T activities due to their capacity to leverage expert information and knowledge.
10. There was a discussion about the development of military capabilities in artificial intelligence. ADM (S&T) stated they are developing a working plan. Artificial intelligence and Cyber Security were noted as areas for investment.
11. The Comd CANSOF stated that they are undergoing a procurement review in collaboration with ADM (Mat) and that he could share the outcomes with AFC members once the review is completed.

Decision

12. Nil

MEETING RECORD AND DECISION SHEET- AFC #161018, 18 October 2016

Item IV – Round Table

Significant Discussion

13. The Chaplain General spoke about Suicide Prevention and noted the need to provide services to Chaplains in addition to services already provided for operations.
14. C Prog spoke about L1s' funding envelopes and noted that if additional funds are required it will have to originate from within the department. C Prog is working in collaboration with the CFO to develop a strategy on accrual projects.
15. The JAG spoke about the consultation process on the court martial system. He stated that consultations are ongoing internally and public consultations are available through his website. He reminded everyone of the importance of their ongoing support.
16. COS ADM (IM) confirmed that the Cyber Force command has been assigned to his organization. They will be reviewing the accountabilities, responsibilities and authorities (ARAs) across the CAF J6.

Decisions

17. A Callback to a later DMC was requested for COS ADM (IM) for a review of their ARA.

Item V – Closing Remarks

Significant Discussion

18. Nil.

Decisions

19. Nil.

Recommended

Original document signed by

C.L. Surtees
Executive Secretary

Approved

Original document signed by

J.H. Vance
General
Chief of the Defence Staff

MEETING RECORD AND DECISION SHEET- AFC #161122, 22 November 2016

1150-4 (D NDHQ Sec)

Record of Discussion**Armed Forces Council (AFC) # 161122**

Conference Room B, 13ST, NDHQ
Tuesday, 22 November 2016
1300 to 1600h

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Briefer
I	Opening Remarks	CDS
II	Forward Agenda	Corp Sec
III	Update: 2016-2017 Recruiting Marketing and Advertising Campaign	ADM(PA)
IV	Surgeon General's Annual Suicide Report	CMP
V	MPMCT Project Scope and Way Ahead	CMP
VI	Op Distinction Update	Comd CJOC
VII	Round Table	All
VIII	Closing Remarks	CDS

Committee**Chairman**

- CDS

Gen J.H. Vance (absent)

Representative

VAdm M.A.G. Norman

Members

- | | | |
|------------------|------------------------------|-------------------|
| • VCDS | VAdm M.A.G. Norman | |
| • DOS SJS | MGen C.A. Lamarre | |
| • Comd RCN | VAdm M.F.R. Lloyd (absent) | RAdm G. Couturier |
| • Comd CA | LGen P.F. Wynnyk | |
| • Comd RCAF | LGen M.J. Hood | |
| • DCOS Mat | MGen A.C. Patch | |
| • Comd MPC | LGen C.T. Whitecross(absent) | MGen W.D. Eyre |
| • Comd CJOC | LGen S.J. Bowes | |
| • Comd CFINTCOM | | |
| • Comd CANSOFCOM | MGen M.N. Rouleau | |
| • COS CDS | MGen T.L. Harris | |
| • COS ADM(Fin) | BGen W. Liedtke | |

MEETING RECORD AND DECISION SHEET- AFC #161122, 22 November 2016

- | | |
|--------------------|---------------------|
| • COS ADM(IE) | Col K.G. Horgan |
| • COS ADM(IM) | MGen G.D. Loos |
| • JAG | MGen B.B. Cathcart |
| • DGPA | BGen M. Thériault |
| • DGIS Pol | MGen D. Joyce |
| • C Res | MGen P.J. Bury |
| • C Prog | MGen J.C. Madower |
| • Chaplain General | BGen G. Chapdelaine |
| • CFD | RAdm D.C. Hawco |
| • CF CWO | CWO K.C. West |
| • CFPM | BGen R.P. Delaney |

Observers

- | | |
|-------------|--------------------|
| • SA VCDS | Capt(N) R. Feltham |
| • D Def Gov | LCol T.W. Paisley |

Executive Secretary

- | | |
|------------|-------------|
| • Corp Sec | Mr. C. King |
|------------|-------------|

Secretary

- | | |
|------------------------|----------------|
| • Corp Sec Sr. Analyst | Ms. V. Botelho |
|------------------------|----------------|

Item I - Opening Remarks

1. The VCDS opened the meeting. He introduced and welcomed Mr. Craig King as the new Corporate Secretary.
2. The VCDS briefly spoke about the way forward for the Armed Forces Council (AFC). He explained that the Committee will continue to be a vibrant piece of governance and will be used to discuss a wide array of institutional issues. The goal is to ensure that high quality material is presented at AFC to not only build a mechanism and opportunities for CDS decision-making, but also to have meaningful conversations on Defence issues.

Item II - Forward Agenda

References

Deck: *AFC Forward Agenda 2 November 2016.*

Sponsor's Elaboration

3. The Corporate Secretary presented the Forward Agenda.
4. The VCDS mentioned that Stats Can will be presenting a report to the CDS on the AFC of 25 Nov 16.

MEETING RECORD AND DECISION SHEET- AFC #161122, 22 November 2016

5. The AFC meeting on 24 January is scheduled to take place in St-Jean.

Significant Discussion

6. The Corporate Secretary informed the AFC members that revisions to DND governance will occur in the New Year as a result of the DND Governance Review. Elements of these changes will be presented at the DMC on 2 Dec 16 including Committee meeting scheduling and forward agenda management.

Decisions

7. The Housing Item planned for the 20 Dec will be discussed at AFCX before presenting it at the AFC.
8. The next AFC meeting is scheduled for 20 Dec 16.

Item III – Update: 2016-2017 Recruiting Marketing and Advertising Campaign

Reference

Deck: *Recruitment Advertising Update: Strategy and Creative Concepts, 22 November 2016*

Sponsor's Elaboration

9. The VCDS introduced the first item and asked DGPA to provide background. DGPA explained that the presentation was to provide AFC members with a status update on the 2016-2017 Marketing and Advertising Campaign, including an outline of the creative concept, progress made to date and next steps.
10. The presentation was provided by ADM(PA).

Significant Discussion

11. AFC members discussed some key points of the presentation, i.e. allocated budget, the concept and next steps. ADM(PA) explained that advertising is limited due to budget constraints, i.e. no massive broadcasts on television will be seen. It was highlighted that the advertising campaign for this year is running late and that the rollout is planned for February 2017. There was concern raised that the campaign will miss potential candidates for military college. The main concept will focus on "Ambitions" since it reaches out to a wider targeted audience. It was also specified that the unique concept allows for multiple advertising products.
12. A discussion followed amongst members on outreach, recruiting and reaching out to minorities.
13. The VCDS clarified that advertising pertaining to recruiting is not to be confused with outreach/ community outreach as these entail different processes. He added that the goal is to get people to go to the recruiting sites where detailed information is made available to them in

MEETING RECORD AND DECISION SHEET- AFC #161122, 22 November 2016

both official languages. The VCDS concluded the discussion saying that the key to technical trade is to sell subsidized programs.

Decision

14. The CAF Advertising Campaign is scheduled for implementation in Feb 2017. Action: ADM (PA).
15. As the discussion focused on attraction and advertising, the VCDS directed that an accompanying discussion on Recruiting and Retention will be scheduled for AFC in the near future. Action: Corp Sec.
16. The VCDS directed that the coordination of military support to the development of advertising products would be coordinated through SJS. Action: SJS.

Item IV – Surgeon General's Annual Suicide Report

Reference

Deck: 2016 Report on Suicide: Mortality in the CAF, 22 November 2016.

Sponsor's Elaboration

17. CMP presented the brief to AFC members in advance of the release of the Annual Surgeon General Report on Suicide in the Canadian Armed forces (CAF). The Report is being published tomorrow (23 Nov 16).

Significant Discussion

18. The VCDS asked if there is a way to establish causality for suicide given historically, there are questions to determine the causality/correlation of suicide. The VCDS stated that we can better prepare for those questions if we can establish causality. CMP replied that there are not enough numbers to establish causality or correlation. There are some trends that can be used but it has yet to be determined.
19. Members discussed how causality could be determined by CAF Elements and queried if lessons learned from the US and other countries could be taken into consideration for prevention purposes. The discussion also included resources that are available to CAF members, e.g. the Sentinel Program. The VCDS stated that the CAF has good programs in place but that perhaps we may need to identify where they are most needed or how they could be expanded. He further added that Defence needs to create a culture where CAF members feel they can reach to their Chain of Command for help. He said that this conversation needs to happen between CAF members and the Chain of Command.
20. Some members mentioned that Veteran Affairs could also share their information with CAF on the subject.

MEETING RECORD AND DECISION SHEET- AFC #161122, 22 November 2016

Decision

21. The Annual Report on Suicide will be released tomorrow (23 Nov 16). Action: CMP.
22. CMP will develop and implement a CAF Suicide Prevention Strategy that will form part of the Total Health and Wellness Strategy. Action: CMP.
23. The presentation of the Suicide Report will be an annual event that will be scheduled for AFC in the Nov timeframe. Action: Corp Sec.

Item V – MPMCT Project Scope and Way Ahead

Reference

Deck: *Military Personnel Management Capability Transformation (MPMCT)*, 22 November 2016.

Sponsor's Elaboration

24. The VCDS introduced the next item. He said that a major IM project is ongoing within CAF and that DND needs to own this project.

Significant Discussion

25. CMP mentioned that there is not enough funding to undertake to full scope of the project. The VCDS replied that CMP needs to identify what we can or cannot do because of lack of tools.
26. The VCDS confirmed with CMP that the "Pay" aspect of the project was set aside at the DM's request.
28. The VCDS stated that AFC needs a practical description of the functionalities shown on slides 13 and 17 of the presentation. AFC needs to better understand what it means having an App vs not having one. This will determine what we need to get and what the funding will get us.
29. There was another discussion amongst members on the platform and on the way Defence does projects, i.e. that we keep on changing platforms but processes don't seem to change. Members also suggested that a SAP App is needed to generate accurate information. They added that one of CAF weaknesses includes the inability to play with metadata.
30. The VCDS stated that we need to think about the extent of the scope for the IM project and ensure that we enhance existing technology capabilities that are already being used within DND.

MEETING RECORD AND DECISION SHEET- AFC #161122, 22 November 2016

Decision

31. The VCDS asked CMP to gather the following information and come back to AFC. Once this information is ready, it can then be presented at PMB and/or DMC:

- a. Develop practical descriptions of the MPMCT functionalities.
- b. Develop a relation of these functionalities to funding to highlight what you get or not get depending on funding, in effort to demonstrate that we are generating HR savings and operational efficiencies.

Item VI – Op Distinction Update

Reference

Deck: *Op Distinction Update: National Commemoration Events, 22 November 2016.*

Sponsor's Elaboration

32. Comd CJOC introduced the Op Distinction Update item and the presenter.

Significant Discussion

33. Members discussed the events and mentioned that they are often left on their own to prepare the logistics. They also mentioned that notification of events is often done late in the process.

Decision

34. The VCDS invited CJOC to PMB (early 2017) to discuss events and examine how they can be captured in business plans, i.e. extraordinary or routine events. This would assist coordination and synchronization of events and assets involved. Action: CJOC, C Prog.

Item VII – Round Table

Significant Discussion

35. NIL.

Decisions

36. NIL.

MEETING RECORD AND DECISION SHEET- AFC #161122, 22 November 2016

Item VII – Closing Remarks

Significant Discussion

37. The VCDS thanked all members for their participation. He also mentioned that although there is no intent to abolish the AFC, that the option of having an Armed Forces Management Board (AFMB) to deconflict activities is being examined. The mandate of this Board would be to synchronize activities.

Decisions

38. The VCDS asked members to provide feedback to him directly, and as soon as possible, on how they feel about having an AFMB to deconflict activities.

Recommended

Original document signed by

C.R. King
Executive Secretary

Approved

Original document signed by

VAdm M. Norman
Vice-Chief of the Defence Staff

s.15(1)

MEETING RECORD AND DECISION SHEET- AFC #170124, 24 January 2017

1150-6 (Corp Sec)

Record of Decisions

**Armed Forces Council (AFC) and
 the Royal Military Colleges Board of Governors # 170124**

**JSAT Room, 13ST, NDHQ
 Tuesday, 24 January 2017
 0900 to 1200h**

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Sponsor
I	Introduction	All
II	CDS Opening Remarks	CDS
III	Chair Remarks, RMC SJ Board of Governors	Chair RMC SJ BoG
IV	RMC SJ Presentation	Cmdt RMC SJ
V	Chair's Remarks, RMCC Board of Governors	Chair RMCC BoG
VI	RMCC Presentation	Cmdt RMCC
VII	Round Table Discussion	CDS
VIII	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance

Representative

Members

- | | | |
|-----------------------|---------------------------|------------------------|
| • A/VCDS and Comd RCN | VAdm M.F.R. Lloyd | |
| • DOS SJS | MGen C.A. Lamarre | |
| • Comd CA | LGen P.F. Wynnyk (absent) | MGen Christian Juneau |
| • Comd RCAF | LGen M.J. Hood (absent) | MGen A. Meinzing |
| • Comd MPC | LGen C.T. Whitecross | |
| • Comd CJOC | LGen S.J. Bowes (absent) | RAdm J.R. Auchterlonie |
| • Comd CFINTCOM | | |
| • Comd CANSOFCOM | MGen M.N. Rouleau | |
| • COS CDS | MGen T.L. Harris (absent) | |
| • COS ADM(Fin) | BGen W. Liedtke | |
| • COS ADM(IE) | MGen Sylvain Sirois | |

MEETING RECORD AND DECISION SHEET- AFC #170124, 24 January 2017

- | | |
|----------------|---------------------|
| • JAG | MGen B.B. Cathcart |
| • DGPA | BGen Marc Thériault |
| • DCOS Mat | MGen Alex Patch |
| • CFMP | BGen Robert Delaney |
| • CFD | RAdm Darren Hawco |
| • CProg | MGen John Madower |
| • COS(IM) | MGen Gregory Loos |
| • C Res & Cdts | MGen P.J. Bury |
| • CFCWO | CWO K.C. West |
| • DGIS, Pol | MGen D.W. Joyce |
| • Surg Gen | BGen H. MacKay |

Observers

- | | |
|-----------|-------------------------|
| • RMC BoG | LGen (Ret'd) R. Evraire |
| • RMC BoG | BGen Steven Whelan |
| • RMC BoG | BGen Sean Friday |
| • RMC BoG | Dr. Harry Kowal |
| • RMC BoG | Col Simon Bernard |

Executive Secretary

- | | | |
|------------|------------------------|-----------------|
| • Corp Sec | Mr. C.R. King (absent) | LCol T. Paisley |
|------------|------------------------|-----------------|

Secretary

- | | |
|-----------|---------------|
| • Def Gov | Ms. A. Erasmo |
|-----------|---------------|

MEETING RECORD AND DECISION SHEET- AFC #170124, 24 January 2017

Item I - Introduction

Item II – CDS Opening Remarks

References

Nil.

Sponsor's Elaboration

1. The CDS opened the meeting by welcoming the Board of Governors (BOG) who joined the meeting over VTC, given the inclement weather. He praised the BOG of the Royal Military College (RMC), for continuing to instill excellence in education, despite the known challenges and recent resource reductions. General Vance offered his impressions of the young Officer Cadets, and remarked on the implications he believes their highly digitized lifestyles will have on the future of warfare.
2. The CDS stated that diversity within our ranks enhances our skillsets and is redefining the characteristics for excellence and values in the Armed Forces. He spoke about how the CAF model of physicality and battle craft for soldiers is changing, and will not necessarily be the criteria guiding personnel management and recruitment in the future.
3. General Vance described how advancements in technology are having an impact on the CAF; in particular how crucial the ability to engage and prevail in the Cyber environment is becoming more important. His address underscored that RMC is at the forefront of the work required by the CAF to prepare the Armed Forces for the future.

Significant Discussion

Nil.

Decisions

Nil

Item III – Chair Remarks, RMC SJ Board of Governors

Reference

Deck: *Conseil des Forces armées*, 24 janvier 2017

Sponsor's Elaboration

LGen (Ret'd) Sutherland was absent; however his remarks were submitted secretarially to members of the committee.

4. LGen (Ret'd) Evraire offered opening remarks that were in praise of bilingualism and the role it should play in the Armed Forces. He quoted a passage from the minutes of the AFC-BOG meeting held on 8 May 2014, stating that, "While all agreed that a bilingual officer corps is essential, some felt that it is more important to produce a quality officer than a bilingual officer." LGen Evraire believes this is no longer the case. He discussed the need for more cultural

MEETING RECORD AND DECISION SHEET- AFC #170124, 24 January 2017

programs, enhanced linguistic abilities, and enriching a culturally diverse environment as essential.

5. Col Bernard provided members with a briefing on the strength of RMC Saint-Jean and its current military training offerings. The update detailed the college had increased its military training from 2 to 4-5 days, and including 2 field training exercises. A few notable highlights from the Colonel's brief noted RMC St. Jean had gained a Small Arms Trainer (SAT), and Op HONOUR training had been completed. It was noted that only 56% of the Officer Cadets had passed the physical fit test with 10 medically excused cases.

6. In terms of recruiting, Op ATTRACTION has been launched. Close liaison with recruiting centres and detachments are underway. ADM(PA) assisted with a social media strategy that is working despite late start in comparison to the civilian universities. The open house held at RMC St. Jean was successful and it was noted that of the 1,200 visitors who participated, the majority were closer to target audience than in previous years.

7. Col Bernard also indicated that some community engagement with six African communities had recently been undertaken. As of 18 January 2017, 218 files had been evaluated, 164 were admissible, and 45 had received offers. Col Bernard stated the goal is to get more offers out earlier, to compete with other schools and sectors who are also recruiting.

8. Dr. Cole turned the conversation towards the college teaching staff. He expressed the need for more stability, as the college currently has 23 contract professors on staff. The Career Program Management Framework was noted to be a cumbersome process. He added that college staff had also been impacted by the Phoenix pay system.

9. In terms of research units, the nuclear science and nuclear reactor refuelling programs require some help. Dr. Cole also felt the college's Cyber Program was not getting enough attention from ADM(IE), noting cyber is receiving less than half of the funding requested.

Significant Discussion

10. LGen (ret'd) Evraire stated the second language functional level of BBB is inadequate, calling French "a strategic asset". He advised that the linguistic profile for graduation should be CBC, the same for the promotion to the rank of Colonel. There was some concern expressed amongst the members that the maintenance of a CBC profile could be a huge administrative burden resulting in a significant number of folks balancing language training with their jobs.

11. The BOG discussed how the lower fitness level of new recruits was attributed to be a generational issue and was flagged as a concern to them. The Surgeon General commented on the millennial generation's culture and habits in relationship to the CAF's physical expectations. He cautioned that trying to prepare these youth might take longer, well into the next phase of typical training. The CDS agreed that we didn't want to hurt them, or break them, too early. However, he underscored that he is not willing to reduce the physical standards of the CAF, but that there could be leniency to get the new recruits there in a longer time span than it had taken previous generations.

MEETING RECORD AND DECISION SHEET- AFC #170124, 24 January 2017

12. In terms of the curriculum at RMC St. Jean, the BOG praised the recent paper by CFCWO West. Members of the BOG indicated when CAF Officers write and send RMC research papers and materials; the college frequently publishes them and uses them in instruction.

13. The BOG indicated that an invitation had been extended to the Deputy Minister for the upcoming Leadership Symposium.

Decision

- The CDS directed COS ADM(IE) to follow up on the Cyber Program item and funding with ADM(IE). **Action: ADM(IE)**
- Surgeon General to provide input/feedback into physical training of new recruits to address physical shortcomings of millennials. **Action: Surg Gen**

Item IV – RMC SJ Presentation

Reference

Deck: *Briefing to Armed Forces Council, 24 January 2017*

Sponsor's Elaboration

14. Cmdt RMCC presented the business case for the August 2017 Degree Program launch. The BOG indicated the launch of the Program hinged on resourcing from the Defence Policy Review (DPR), but planning was underway. It was mentioned that the degree granting authority for RMC St. Jean would be finalized soon.

Significant Discussion

15. Addressing the August 2017 program launch, CDS wanted interim contingencies for a "step up" program offering. He stated that this would need to be made given that the DPR program outputs were unlikely to see funding for at least 4-5 years. The CDS indicated that it would be feasible to review existing resources and what could be allotted towards the 2017 program launch.

16. The committee discussed capacity concerns within the military colleges. The reopening of RMC St. Jean should relieve some of the pressure of RMC Kingston. CDS expressed concerns about overpopulating the colleges. LGen Whitecross said both colleges would meet the Withers report target from the 1990's. There was consensus among all members of AFC and the BOG that the Withers report was quite dated and that it was time for a refresh. CDS was in accordance but he did not want to wait for a report to make changes.

Decision

- The CDS to meet with the DM, VCDS, and Comd MILPERSCOM to explore RMCC/CMR programming options using existing internal sources. **Action: VCDS and MILPERSCOM.**

MEETING RECORD AND DECISION SHEET- AFC #170124, 24 January 2017

- The VCDS directed CProg to work with CMP on transitioning the DPR planning part of the 2017 program offerings, and to include a risk management approach. **Action: CProg and MILPERSCOM**
- Refresh of Withers Report to reflect the realities of today's military colleges. **Action: MILPERSCOM**

Item V – Chair's Remarks, RMCC Board of Governors Remarks

Significant Discussion

Nil

Decisions

Nil

Item VI – Round Table Discussion

Significant Discussion

17. CANSOFCOM, framed CMR's staffing issue in a larger context stating that ADM(HR-Civ) had downloaded much of the civilian hiring and classification requirements to L1s requiring them to unpack these issues to fill positions. This, he believes makes it difficult to move swiftly in this area. He also expressed some skepticism as to whether the CAF would be able to maintain the bilingual investment of CBC in Officers. MGen Lamarre echoed these remarks, stating that though language courses are already made available to officers, it remains problematic to maintain a CBC linguistic profile throughout years of service.

18. The CDS fully agreed with their remarks, but he felt it was important to uphold the standards that would really achieve excellence in all four pillars (of the Withers report) and not undermine ourselves in the tyranny of needing to produce Officers. The CDS mentioned OAG audits and the scrutiny faced by the Armed Forces for failing to maintain these standards. He cautioned against making so many exceptions that leave us open to criticism. His view is that if it's possible in the time available for training to graduate completely bilingual Officers, stating that we should strive to try. He then linked how Bilingualism gives the CAF an operational advantage over most other NATO countries in troubled regions such as French-West Africa.

Decisions

Nil.

MEETING RECORD AND DECISION SHEET- AFC #170124, 24 January 2017

Item VII – Closing Remarks

The CDS and Comd MILPERSCOM closed with expressing gratitude to the BOG for their work and acknowledged the challenges RMC is facing. The BOG offered assurance in their commitment to the central mission, and to producing officers out of the new millennials at RMC.

Recommended

Original document signed by

C.R. King
Executive Secretary

Approved

Original document signed by

M.F.R. Lloyd
Vice Admiral
A/Vice Chief of the Defence Staff

MEETING RECORD AND DECISION SHEET- AFC #170613, 13 June 2017

(1150-4 for Corp Sec)

Record of Decisions

Armed Forces Council (AFC) # 170613

Conference Room B, 13STFloor, NDHQ

Tuesday, 13 June, 2017

0900 to 1200

s.15(1)

Agenda

The agenda for this AFC comprised of:

Item	Subject	Sponsor
I	Opening Remarks	A/VCDS
II	Forward Agenda	A/Corp Sec
III	Integrated Conflict/Complaint Management	A/VCDS
IV	CAF L0 Fitness Report and CAF Physical Performance Strategy	CMP
V	CANSOF Innovation/Procurement Review Primer And CANSOF Deliverology Update	CANSOFCOM
VI	Round Table	CDS
VII	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance

Representative

Members

- | | | |
|------------------|--------------------------|------------------|
| • A/VCDS | LGen J.A.J. Parent | |
| • DOS SJS | MGen A.D. Meinzinger | |
| • Comd RCN | VAdm M.F.R. Lloyd | |
| • Comd CA | LGen P.F. Wynnyk | |
| • Comd RCAF | LGen M.J. Hood (absent) | MGen T.L. Harris |
| • Comd MPC/CMP | LGen C.A. Lamarre | |
| • Comd CJOC | LGen S.J. Bowes (absent) | |
| • Comd CFINTCOM | | |
| • Comd CANSOFCOM | MGen M.N. Rouleau | |

MEETING RECORD AND DECISION SHEET- AFC #170613, 13 June 2017

- | | |
|----------------|---|
| • JAG | Cmdre G. Bernatchez |
| • DGIS Pol | MGen D. Joyce |
| • COS Mat | MGen A.C. Patch |
| • C Res & Cdts | MGen P.J. Bury |
| • COS (Fin) | BGen W. Liedtke (absent) Col J.R. Zuorro |
| • COS (IE) | MGen S. Sirois |
| • COS (IM) | MGen G.D. Loos |
| • CFD | RAdm D.C Hawco (absent) |
| • C Prog | MGen Lanthier |
| • DRT Lead | Mr. D. H. Haferkamp |
| • DGPA | BGen M. Theriault |
| • CFCWO | CWO K.C. West (absent) |

In Attendance

- | | |
|----------------|---------------------|
| • COS CDS | BGen D.W. Lowthian |
| • CFPM | BGen R.P. Delaney |
| • Surg Gen | BGen H. Downes |
| • Chap Gen | BGen G. Chapdelaine |
| • CMP DH&R | LCol C. Gauthier |
| • CMP PSP/DFIT | Mr. P. Gagnon |
| • CMP CFMWS | Mr. D. Allard |
| • DCMF | Mr. A. Gauthier |

Observers

- | | |
|----------------|------------------------------|
| • SA CDS | Col J.H.P.S Boucher (absent) |
| • DCOS CDS | Ms. M. Lobo (absent) |
| • SA VCDS | Col K. Horgan |
| • SA Comd CJOC | Col A.R. Day |
| • NDHQ Sec | Mr. D. Verrette |
| • D Def Gov | Vacant |

Executive Secretary

- | | | |
|--------------|----------------------|--------------------------|
| • A/Corp Sec | Ms. J. Lang (absent) | Mrs. A. Erasmo Thibodeau |
|--------------|----------------------|--------------------------|

Secretary

- | | |
|-----------|--------------------------|
| • Def Gov | Mrs. A. Erasmo Thibodeau |
|-----------|--------------------------|

Item I – Opening Remarks

1. The CDS opened the meeting by addressing the governance around the implementation of the Strong Secure Engaged (SSE) Defence Policy. He indicated that the Defence Strategic Executive Committee (DSX) format, including the Sr. Assoc DM and A/VCDS are tasked with leading the implementation of the SSE Policy.

MEETING RECORD AND DECISION SHEET- AFC #170613, 13 June 2017

2. The CDS went on to describe the central role that the Performance Management Framework and Defence Analytics will play in supporting the policy's implementation.
3. The CDS also expressed some concern about the rhythm of SSE funding coming into the DND/CAF this fiscal year, and that DSX would be leveraged as a means for senior leadership to engage all L1's at key decision points throughout the year.
4. The CDS indicated that a number of members have approached him to receive a sense of his priorities with regards to the SSE implementation. He communicated to all L1s that his two pressing priorities are the entire people agenda as well as procurement. The CDS went on to say that a CDS/VCDS Implementation Directive would be issued soon. However, he ended by saying that part of the L1 job is to ensure the creative spaces that meet resource challenges.
5. CMP acknowledged a certain level of risk moving forward as the DND/CAF struggles to meet 2026 timelines regarding recruitment. His comments were directed at the need for additional capabilities aimed at recruiting women into the CAF.

Item II – Forward Agenda

References

Deck: *AFC Forward Agenda, June 6, 2017.*

Sponsor's Elaboration

6. Mr. Donald Verrette briefed a new automated version of the Forward Agenda on behalf of the A/Corp Sec.

Significant Discussion

7. CMP noted that there is a hard remit date for the Standing Public Accounts Committee on 30 June 17 regarding the Housing item on the agenda.

Decisions

8. The Honours and Recognition decision brief was prioritized for the next AFC meeting.
Action: A/Corp Sec.
9. CMP directed that the new CAF Performance Appraisal and Talent Management decision brief, the Profession of Arms shaping brief, and the Recruiting Transformation information brief should be scheduled in the fall. **Action: A/Corp Sec.**

MEETING RECORD AND DECISION SHEET- AFC #170613, 13 June 2017

Item III – Integrated Conflict/Complaint Management – Implementation

Reference

Deck: *Integrated Conflict and Complaint Management Program (IC2M)*, 13 June 17.

Sponsor's Elaboration

10. Mr. Alain Gauthier briefing on the Integrated Conflict/Complaint Management (IC2M) system was a case for change. He called it an insurance policy for the DND/CAF that serves to protect the credibility of the institution. The focus of the presentation was on risk and the fact that ADM(IM) is unable to currently implement and/or report decisions.
11. Mr. Gauthier noted that presently 70% of harassment complaints are not being tracked. He also indicated that the last harassment survey conducted in 2012 identified 24 per cent of respondents felt they were victims of harassment. Moreover the briefing acknowledged the burden of cost; about 1,100 grievances a year amounts to \$137 million in the current construct. Meanwhile, only 560 harassment advisors remain on staff to administer a process that is not well synchronized throughout the DND/CAF.
12. Mr. Gauthier went on to explain how the IC2M approach meets 100 per cent of what has been proposed previously by the Auditor General to the Royal Canadian Mounted Police. The new IC2M program prioritizes education, adopting policies and/or lessons learned in its governance, and also provides training.

Significant Discussion

13. ADM(IE) initiated a discussion about why the IC2M is only aimed at military personnel and not addressing and/or integrating civilian complaints. Mr. Gauthier added that ADM(HR-Civ) had been consulted in the IC2M's development, however union and labour relations advisors exist as part of a system already in place for the civilian workforce.
14. Comd CA indicated that the feedback already received from Canadian Forces Base (CFB) Kingston and CFB Valcartier has been excellent. The perception is that this has been money well invested.
15. CMP expressed some skepticism about a program that seeks to address harassment issues unilaterally, when so many incidents being reported involve both military and civilians. The CDS echoed this concern.
16. Comd RCN identified the challenge of resources and indicated the important role played by C Prog in distributing projects and allocating resources to support an integrated Human Resources model. He held that more should be done regarding the governance around resourcing requests. The CDS indicated that he would support the endeavour.
17. MGen Harris and A/VCDS suggested that the communications strategy supporting IC2M should be pushed forward proactively.

MEETING RECORD AND DECISION SHEET- AFC #170613, 13 June 2017

18. The CDS called the IC2M project excellent work and the definite way to go for the CAF. He was also pleased at how well the success of the IC2M pilot project dovetails with the people agenda of the Strong Secure Engaged (SSE) Defence Policy.
19. The CDS looked to future changes and indicated that there is an appetite for non-paper based policies. His comments contemplated the next evolution of CAF policy where advances in technology enable expertise in the real-time, minute-to-minute management of people.

Decisions

20. AFC endorsed the IC2M project, however the decision was made to transfer it to the A/VCDS for oversight. **Action: ADM(IM).**
21. Members agreed that lessons learned, interpretations, and precedent setting need to be developed, as well as a feedback loop to retain this knowledge as a policy base. As well, it was noted that the feedback loop should exist within the IC2M program. **Action: ADM(IM)**
22. The CDS also initiated a task to investigate better ways to communicate more rapidly and effectively across the CAF. He also called on members to accept taking some risks in decision-making and application of these policies, instead of always staffing grievances to the CDS. It was also agreed that simple, austere language would be used to communicate the CDS' intent to commanders. **Action: ADM(IM), ADM(PA) and All L1s.**
23. The CDS directed that a new method of policy-making be developed in order to abandon paper-based vehicles in favour of a team of policy experts composed of specialists from civilian and military who can be more agile in implementing results. **Action: CMP.**
24. The CDS called for an examination of the Functional Authority decisions to change the delegation authorities from the DM to the L1s. **Action: A/VCDS.**
25. The CDS directed that the CAF make better use of the Chief Petty Warrant Officer rank and actually put senior non-commissioned officers in empowered positions. He envisioned this rank as effective in interpreting policies in this regard. **Action: CMP and CFCWO.**

Item IV – CAF L0 Fitness Report and CAF Physical Performance Strategy

Reference

Deck: *Update on the FORCE Fitness Profile, Fitness Reporting, and the CAF Physical Performance Strategy, 13 Jun 17.*

Sponsor's Elaboration

26. This item was not briefed due to time.

MEETING RECORD AND DECISION SHEET- AFC #170613, 13 June 2017

Significant Discussion

27. Nil.

Decisions

28. The CAF L0 Fitness Report and CAF Physical Performance Strategy will instead be brought to Armed Forces Management Board. **Action: A/VCDS.**

Item V – CANSOF Innovation/Procurement Review Primer and CANSOF Deliverology Update

Reference

Deck: *Innovation/Procurement Review Primer and Deliverology Update, 12 Jun 17.*

CSNI: *SECRET.*

Sponsor's Elaboration

29. This briefing is classified as Secret. Minutes are available on the Record of Decision via CSNI.

Significant Discussion

30. Nil.

Decision

31. Nil.

Item VI – Round Table

32. Comd RCN brought up diversity inclusion as an item that should be streamed on the CAF Facebook page. His remarks were directed at intentionality being a positive influencer in inciting people to join the CAF if they can see themselves in the Forces.

33. MGen Harris provided a quick debrief from her trip to Latin America and the discussion at the Women, Peace and Security conference. Her remarks underscored that to recruit women to the CAF, the DND/CAF needs more men speaking – a balance of both genders supporting the recruiting campaigns.

34. MGen Harris also spoke favourably about her experience as part of Canada's Next Astronaut competition and how extraordinary all the candidates she encountered were.


35. ADM(IE) expressed a concern with Vote 5 decision-making and will be following-up with the A/VCDS on this issue. **Action: ADM(IE).**

MEETING RECORD AND DECISION SHEET- AFC #170613, 13 June 2017

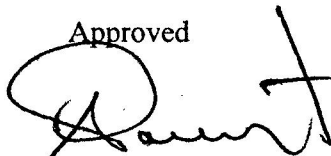
Item VII – Closing Remarks

36. Nil.

Recommended


J. Lang
Executive Secretary

Approved


J.A.J. Parent
Lieutenant General
A/Vice Chief of the Defence Staff

PROTECTED B-D-MDN

MEETING RECORD AND DECISION SHEET- AFC #170717, 17 July 2017

(1150-4 for Corp Sec)

Record of Decisions

Armed Forces Council (AFC) # 170717

s.15(1)

Conference Room B, 13STFloor, NDHQ
Monday, 17 July, 2017
1300 to 1600

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Sponsor
I	Opening Remarks	A/VCDS
II	Forward Agenda	Corp Sec
III	Honours and Recognition (PROTECTED B)	CMP
IV	Universality of Service Review Project Phase I	CMP
V	CAF L0 Fitness Report and CAF Physical	CMP
VI	Round Table	All
VII	Closing Remarks	A/VCDS

Committee

Chairman

- CDS

Gen J.H. Vance (absent)

Representative

LGen J.A.J. Parent

Members

- | | |
|-------------------|--|
| • A/VCDS | LGen J.A.J. Parent |
| • DOS SJS | MGen A.D. Meinzinger |
| • Comd RCN | VAdm M.F.R. Lloyd |
| • Comd CA | LGen P.F. Wynnyk (absent) BGen M. Carignan |
| • Comd RCAF | LGen M.J. Hood |
| • Comd MILPERSCOM | LGen C.A. Lamarre |
| • Comd CJOC | LGen S.J. Bowes |
| • Comd CFINTCOM | |
| • JAG | Cmdre G. Bernarchez |
| • DGIS Pol | MGen D. Joyce |
| • COS Mat | MGen A.C. Patch (absent) |
| • C Res & Cdts | MGen P.J. Bury |

1/7

PROTECTED B

PROTECTED B - MDN

MEETING RECORD AND DECISION SHEET- AFC #170717, 17 July 2017

- | | |
|----------------|----------------------------|
| • COS ADM(Fin) | BGen W. Liedtke |
| • COS ADM(IE) | MGen S. Sirois (absent) |
| • COS ADM(IM) | MGen G.D. Loos |
| • CFD | RAdm D.C Hawco |
| • C Prog | MGen Lanthier (absent) |
| • DRT Lead | Mr. D. H. Haferkamp |
| • DGPA | BGen M. Theriault (absent) |
| • CFCWO | CWO K.C. West (absent) |

In Attendance

- | | |
|------------------|---------------------|
| • COS CDS | BGen D.W. Lowthian |
| • Comd CANSOFCOM | MGen M.N. Rouleau |
| • CFPM | BGen R.P. Delaney |
| • Surg Gen | BGen H. Downes |
| • Chap Gen | BGen G. Chapdelaine |
| • CMP DH&R | LCol C. Gauthier |
| • CMP PSP/DFIT | Mr. P. Gagnon |
| • CMP CFMWS | Mr. D. Allard |

Observers

- | | | |
|----------------|-----------------------|--------------------------|
| • SA CDS | Col J.H.P.S Boucher | |
| • DCOS CDS | Ms. M. Lobo (absent) | |
| • SA VCDS | Col K. Horgan | |
| • SA Comd CJOC | Col A.R. Day (absent) | |
| • D Def Gov | Vacant | Mrs. A. Erasmo Thibodeau |

Executive Secretary

- | | |
|------------|-------------|
| • Corp Sec | Ms. J. Lang |
|------------|-------------|

Secretary

- | | |
|-----------|----------------|
| • Def Gov | Ms. A. Tomczak |
|-----------|----------------|

Item I – Opening Remarks

1. A/VCDS opened the meeting.

Item II – Forward Agenda

References

Deck: *Forward Agendas & Action Items AFC, 10 July 2017.*

Sponsor's Elaboration

2. The Corporate Secretary presented the Forward Agenda.

PROTECTED DND-MDN

MEETING RECORD AND DECISION SHEET- AFC #170717, 17 July 2017

3. It was noted that the Implementation and Transition Cyber Operator Occupation was moved off the agenda for today and will be brought to AFCX on 28 Jul 2017.
4. A/VCDS offered some remarks on the Forward Agenda for DSX, AFC, and PMB moving forward to advise the majority of the items should be related to the Strong Secure Engaged (SSE) Defence Policy. The reset of Governance 2.0 will be shaping the agenda, and sequencing decisions and engagements.

Significant Discussion

5. Nil.

Decision

6. Nil.

Item III – Honours and Recognition-Review of the Service Recognition Framework

PROTECTED B - MDN

MEETING RECORD AND DECISION SHEET- AFC #170717, 17 July 2017

12. CMP will return to AFC with information assessing the risks and resources, as well as prioritizing phases to implement these changes. A clear process to deal with the backlog will also be established. **Action: CMP.**

Item IV – Universality of Service Review Project. Phase I: Essential

Reference

Deck: *Universality of Service Review Project Phase I: Essential task identification, 24 March 2017*

Sponsor's Elaboration

13. Mr. Gagnon presented the Universality of Service Review Project and methodology used to collect and display the data. Essential tasks were identified through the study as well as steps ahead (for Phases II and III).
14. The presentation also noted that the methodology has been reviewed by legal advisors who endorse defining Universality of Service as a risk mitigation effort protecting the CAF from potential legal prosecutions.

PROTECTED B-D-MDN

MEETING RECORD AND DECISION SHEET- AFC #170717, 17 July 2017

Significant Discussion

15. Several members of the Council raised concerns regarding occupational specific criteria. Mr. Gagnon clarified the composition of the focus groups and how they were indicative and relevant to the study.
16. There was some discussion about retaining personnel that no longer meets the physical portion of the identified tasks, but who are nonetheless still of great value to the CAF in terms of their mental abilities, knowledge and experience.
17. There was some deliberation by the A/VCDS, RCN, RCA, COS CDS, and Comd CANSOFCOM regarding the Strong Secure Engaged (SSE) Defence Policy focus on personnel-first and the applicability of Universality of Service. Some consideration was also given to gender based analysis. CMP assured members that all focus groups had been representative of females and human factor studies were also evaluated from all three environments.
18. CMP clarified that this study was an MNDO tasking to establish standards for Universality of Service. The methodology presented in this briefing is intended to be a base line and next steps will include developing conditions and terms of service, as well as aligning Universality of Service to the SSE.
19. There was some discussion over whether mental health needed to be more explicitly implied. CMP clarified that the statements do capture mental health in their qualifiers.

Decision

20. Access to body of individual (BOI) investigations would be granted to the team in charge of the Universality of Service Review Project, to include findings and lessons learned that could benefit the study. **Action: CMP.**
21. A/VCDS and the Council endorsed the decision to proceed with Phase II of the Project, which will provide a clearer picture of the identified tasks and their meaning. **Action: CMP.**

Item V – CAF L0 Fitness Report and CAF Physical Performance Strategy

Reference

Deck: *Update on the FORCE Fitness Profile, Fitness Reporting, and the CAF Physical Performance Strategy, 17 July 2017.*

Sponsor's Elaboration

22. Mr. Allard provided members with an update on action items from the December 2015 AFC for the FORCE Fitness Profile, Fitness Reporting and the Physical Performance Strategy.

PROTECTED DND-MDN

MEETING RECORD AND DECISION SHEET- AFC #170717, 17 July 2017

23. An upward trend in CAF obesity was noted in the presentation which underscored the moral obligation of the CAF to be fit in order to meet its mandate. Ensuring a strong culture of fitness must include encouraging and enforcing standards for CAF members to be tested; as well as ensuring that the health and strength of the Armed Forces is depicted accurately.

Significant Discussion

24. There was significant discussion among Council members trying to understand the gaps in weight circumference measurements. The A/VCDS refocused the discussion around the greater issue of CAF not undergoing fitness testing.
25. Surgeon General provided context for the clinical usefulness of having the CAF's waist circumference measurements – a useful indicator from a cardiovascular perspective to diagnose diabetes as well as to incentivize behavioural changes.
26. Surg Gen also noted that extracting CAF members' information from medical records would prove to be an uneven and cumbersome process. CMP called on the Chain of Command to make a greater effort to communicate the advantages of participating in annual fitness testing across the CAF.
27. Comd CANSOFCOM suggested reassessing and resetting the zones around age and gender before AFC considers incentivizing fitness.

Decisions

28. A/VCDS directed all L1s to leverage the Chain of Command and encourage their staff to complete all portions of the fitness test, including succumbing to waist circumference measurement-taking. This extends to routine annual medical and dental check-ups.
Action: All L1's.
29. Surg Gen will return to AFC with data on medical and dental testing to compare against the FORCE Physical Fit test data. **Action: Surg Gen.**
30. CMP will return to AFC with a new topic to shape enforcing CAF compliance with physical testing requirements and incentivizing behavioural change. **Action: CMP.**

Item VI – Round Table

31. Comd RCN is the 2017-2018 representative for the National Defence Workplace Charitable Campaign (NDWCC). This year's campaign plans will be brought forward to DMC for consideration.

MEETING RECORD AND DECISION SHEET- AFC #170717, 17 July 2017

PROTECTED PROTEGE B

Item VII – Closing Remarks

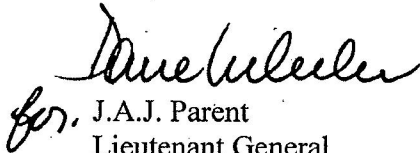
32. Nil.

Recommended



J. Lang
Executive Secretary

Approved


for. J.A.J. Parent

Lieutenant General
A/Vice Chief of the Defence Staff

Approved

NOT REQUIRED FOR AFC

J. Thomas
Senior Associate Deputy Minister

PROTECTED PROTEGE B

MEETING RECORD AND DECISION SHEET- AFC #170908, 08 September 2017

s.15(1)

(1150-4 for Corp Sec)

Record of Decisions

Armed Forces Council (AFC) #170908

**Conference Room B, 13ST Floor, NDHQ
Friday, 08 September, 2017
0945 to 1145**

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Sponsor
I	Opening Remarks	CDS
II	Honours and Recognition Briefing – Decision Brief	CMP
III	CANSOF Innovation and Procurement – Way Ahead	Comd CANSOFCOM
IV	Enable the CAF in the Information Domain	ADM(PA)
V	Diversity in CAF Senior PD	A/VCDS
VI	Round Table	CDS
VII	Closing Remarks	CDS

Committee

Chairman

- CDS

Gen J.H. Vance

Representative

Members

• A/VCDS	LGen J.A.J. Parent	
• DOS SJS	MGen A.D. Meinzinger	
• Comd RCN	VAdm M.F.R. Lloyd (absent)	RAdm G. Couturier
• Comd CA	LGen P.F. Wynnyk (absent)	MGen C.J. Turenne
• Comd RCAF	LGen M.J. Hood (absent)	MGen A.J. Pelletier
• Comd MPC/CMP	LGen C.A. Lamarre	
• Comd CJOC	LGen S.J. Bowes (absent)	BGen D.J. Anderson
• Comd CFINTCOM		
• Comd CANSOFCOM	MGen M.N. Rouleau	
• JAG	Cmdre G. Bernatchez	
• DGIS Pol	MGen D. Joyce	
• COS Mat	MGen P. Ormsby (absent)	
• C Res & Cdts	MGen P.J. Bury (absent)	Col P.N. Kelly

MEETING RECORD AND DECISION SHEET- AFC #170908, 08 September 2017

- | | |
|-------------|--|
| • COS (Fin) | BGen W. Liedtke (absent) |
| • COS (IE) | MGen S. Sirois |
| • COS (IM) | MGen G.D. Loos (absent) |
| • CFD | RAdm D.C. Hawco |
| • C Prog | MGen Lanthier (absent) Capt(N) S.M. VanWill |
| • DRT Lead | Mr. D. H. Haferkamp (absent) |
| • DGPA | BGen M. Thériault |
| • CFCWO | CWO K.C. West |

In Attendance

- | | |
|------------|---------------------|
| • COS CDS | BGen D.W. Lowthian |
| • CFPM | BGen R.P. Delaney |
| • Surg Gen | BGen H. Downes |
| • Chap Gen | BGen G. Chapdelaine |
| • DSR 2 | LCol P. Pavese |

Observers

- | | |
|-------------|----------------------|
| • SA CDS | Col J.S.S. Boivin |
| • SA VCDS | Col K. Horgan |
| • D Def Gov | LCol K.L. Ciesielski |

Executive Secretary

- | | |
|------------|---------------|
| • Corp Sec | Ms. I. Daoust |
|------------|---------------|

Secretary

- | | |
|-----------|-------------------------|
| • Def Gov | Ms. A. Erasmo Thibodeau |
|-----------|-------------------------|

Item I – Opening Remarks

1. The CDS opened the meeting by calling for an offsite AFC to be scheduled in late November to discuss military personnel issues. **Action: Corp Sec and CMP.¹**
2. The CDS provided a summary from the recent PACOM CHOD's conference. His remarks underscored the importance of building partnerships, encouraging gender diversity, and setting conditions for wider community-based approaches to military strategy across the Pacific region. The CDS applauded the RCN's excellent support to the conference. He praised the relevance of the event's topics, which included discussions on demographics, water as a resource, climate change, violent extremism, engaging women in peace operations, and the sharing of information between police forces.

Item II – Honours and Recognition Briefing – Decision Brief

Reference

Deck: Honours and Recognition Briefing – Decision Brief, 14 Aug 17.

¹ AFC170908-01

MEETING RECORD AND DECISION SHEET- AFC #170908, 08 September 2017

Sponsor's Elaboration

3. CMP provided a briefing aimed at recognized CAF members who have taken part in operations since 22 Aug 2016.

Significant Discussion

4. The CDS offered remarks demonstrating his full support to recognize CAF members for their work as part of these operations. He lead a discussion that clarified the necessity to properly staff sanctioned operations so CAF members will qualify to receive recognition for their work in a timely manner. He also indicated that he will be signing an order that effectively establishes mission sets for future operations.
5. Discussion followed on the importance of establishing recognition such as eligibility for service medals and tax relief during the planning phase of a mission. Action will be required to retroactively address tax relief for some operations; however, going forward the CDS expects this action to occur in the planning phase.

Decision

6. AFC endorsed the decision to add two missions to the eligibility lists for campaign and service medals, specifically Operational Service Medal with EXPEDITION ribbon.
Action: CMP.²
7. CJOC and DOS SJS are to ensure that all aspects of recognition are addressed in the planning phase of mission development. **Action: CJOC and DOS SJS.³**

Item III – CANSOF Innovation and Procurement – Way Ahead

Reference

Deck: *Enhancing Competitive Advantage (CANSOFCOM Innovation and Procurement Review)*, 8 Sep 17.

Sponsor's Elaboration

8. Comd CANSOFCOM's briefing described conventional procurement and governance challenges in trying to keep CANSOF projects in pace with the speed of technology.
9. To remain agile, Comd CANSOFCOM's presentation went on to recommend an asymmetric procurement process that promoted the adoption of a capability-based portfolio approach, increasing expenditure authorities for CANSOFCOM, leveraging the use of service contracts, and making investments in technology.

² AFC170908-02

³ AFC170908-03

MEETING RECORD AND DECISION SHEET- AFC #170908, 08 September 2017

Significant Discussion

10. ADM(Mat) and ADM(Fin)/CFO have already been briefed by Comd CANSOFCOM on the asymmetric procurement process and their feedback had been positive. More discussions are being held to determine the feasibility of applying CANSOF's innovative procurement approach to RCN, CA, and RCAF, and other organizations.
11. The CDS went on to recognize CANSOFCOM's reputation as a leading-edge practitioner in the domain of innovation, and called on AFC members to leverage CANSOF expertise in making improvements and promoting innovative practices across DND/CAF.

Decisions

12. AFC endorsed CANSOF's proposal for adopting asymmetric procurement processes. **Action: Comd CANSOFCOM.**⁴
13. Comd CANSOFCOM will set-up a pre-meeting with the DM to discuss the innovative procurement model, and then this topic will move forward to DMC in the November timeframe. *Secretarial note: this item will be considered at DSX instead.* **Action: Comd CANSOFCOM and Corp Sec.** ⁵

Item IV – Enable the CAF in the Information Domain

Reference

Deck: Conceptual Vision: From Operationalizing Military Public Affairs to Enabling the Canadian Armed Forces in the Information Domain, 31 Aug 17.

Sponsor's Elaboration

14. BGen Thériault's briefing communicated the need to adapt and evolve the Public Affairs Branch to modern day threats and demands. His briefing advocated for an enhanced military communication capability that will better meet the challenges of global digital media, information activities and data influencers.

Significant Discussion

15. A discussion on how to attract and retain the right skillset and people for this domain. The Reserves were identified as a potential source to support this initiative.

Decisions

16. CFD was tasked with working with DGPA to develop the new force structure for the Public Affairs Branch with a planning IOC of September 2019. **Action: CFD.**⁶

⁴ AFC170908-04

⁵ AFC170908-05

⁶ AFC171908-06

MEETING RECORD AND DECISION SHEET- AFC #170908, 08 September 2017

Item V – Diversity in the CAF Senior PD

Reference

Deck: Nil.

Sponsor's Elaboration

17. This item was presented verbally.

Significant Discussion

18. Nil.

Decision

19. No specific action was identified at this time; however, the CDS stated that intentional action will be taken to ensure diversity within the CAF. **Action: CMP.**⁷

Item VI – Round Table

Significant Discussion

20. The CDS welcomed BGen Anderson back from his tour in Iraq.

21. The CDS directed CFD to start a force structure review with the development of the FP&R concurrency model. The review will need to consider a force of 101,500, full-time and part-time, and will privilege the enablers. **Action: CFD.**⁸

22. CMP noted that the Suicide Prevention Strategy will be released on September 14, 2017. *Secretarial note: the date for release of the Suicide Prevention Strategy has since moved to October 2017.*

23. A/VCDS reminded all members of the Council that there are expected to attend every AFC meeting, or required to send an appropriate designate if they are unable to attend. **Action: All Members and Corp Sec.**⁹

Item VII – Closing Remarks

Significant Discussion

24. The CDS offered closing remarks on the CAF of the future, and especially the fundamental work ahead of CFD to define the Strong Secure Engaged defence policy's operational concurrency model, from training and education to military families.

⁷ AFC170908-07

⁸ AFC170908-08

⁹ AFC170908-09

MEETING RECORD AND DECISION SHEET- AFC #170908, 08 September 2017

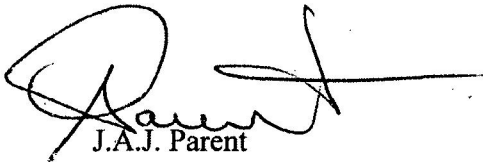
25. The CDS directed that Commander of the Canadian Defence Academy be added as a member of AFC. **Action: Comd CDA and Corp Sec.**¹⁰

Recommended



I. Daoust
Executive Secretary

Approved



J.A.J. Parent
Lieutenant General
A/Vice Chief of the Defence Staff

19/9/17

¹⁰ AFC170908-10

MEETING RECORD AND DECISION SHEET – AFC #171211, 11 Dec 17
1180-1 (AFC)

Record of Decisions

ARMED FORCES COUNCIL (AFC)

**Conference Room B 13ST NDHQ
Monday 11 December 2017
1300-1515hrs**

s.15(1)

Agenda

The agenda for this AFC was comprised of:

Item	Subject	Sponsor
I	Opening Remarks	CDS
II	Operations Update	CDS
III	Honours Update	CMP – DH&R
IV	Champions	CDS
V	Round Table	
VI	Closing Remarks	CDS

Committee

Chair

CDS: Gen J.H. Vance

Members

A/VCDS: LGen J.A.J. Parent
CRCN: VAdm M.F.R. Lloyd represented until arrival by DCRCN RAdm G. Couturier
CCA: LGen P.F. Wynnyk
Comd RCAF: LGen M.J. Hood (absent) represented by DComd RCAF MGen B.F. Frawley
Comd CJOC: LGen S.J. Bowes (absent) represented by COS Ops MGen W.F. Seymour
CMPC: LGen C.A. Lamarre
Comd CANSOFCOM: MGen M.N. Rouleau (absent) represented by COS Col D.P. Conley
Comd CFINTCOM:
DOS SJS: MGen A.D. Meinzingen
JAG: Cmdre G. Bernatchez
DGIS Pol: MGen D.W. Joyce
COS Mat: MGen P. Ormsby
A/COS Fin: Col J.R. Zuorro
COS IE: MGen J.S. Sirois
COS IM: MGen G.D. Loos (absent) represented by DGIMO BGen F.J. Allen
CFD: RAdm D.C. Hawco
C Prog: MGen J.M. Lanthier
DGPA: BGen J.M. Thériault
CFPM: BGen R.P. Delaney
Surg Gen: BGen A.M.T. Downes
Chap Gen: MGen J.J.G. Chapdelaine
CFCWO: CWO K.C. West

In Attendance

COS CDS: BGen D.W. Lowthian
SJS DG Ops: BGen M.H.L. Bourgon

MEETING RECORD AND DECISION SHEET – AFC #171211, 11 Dec 17
1180-1 (AFC)

Observers

SA CDS: Col J.S.S. Boivin

SA VCDS: Col J.M.S. Turbide

Executive Secretary

COS VCDS: BGen K.G. Horgan

Secretary

SO VCDS: Maj M.J.D. Mallette

Item I – Opening Remarks

1. CDS opened the meeting and welcomed members and attendees.

Item II – Operations Update

References

Deck: *DOS Retrospective CAF Operations 2017, 11 Dec 17*

Placemat: *CANSOFCOM 2017 Overview Armed Forces Council*

2. DOS SJS and COS CANSOFCOM provided an update on CAF operations through 2017.

Significant Discussion

3. CDS highlighted the value of a CAF presence as a symbol of the GOC following a domestic or international emergency and that the CAF must be prepared to provide this response going forward.
4. CDS highlighted the need to be prepared for pending peace support operations (PSO) in the coming year as directed by the GOC.
5. CDS recognized the contribution to CAF operations made by Force Generators (FG) such as the VCDS Gp, CMP and CFINTCOM. He noted that discussions surrounding the Joint Forces Command concept will continue and will be presented at a future AFC. **Action CFD.**
6. CDS thanked those involved in the development of the tax relief policy and highlighted the need to ensure personnel administration issues such as tax free status, benefits and recognition must be addressed in the pre-deployment phase of operations. He also stressed the need to ensure that the tax relief policy is well managed in an accurate and transparent manner. **Action DOS.**
7. A/VCDS noted that the DOS CAF Operations Retrospective should include Search and Rescue operations. Given the success achieved by CAF members this year, he asked that DOS work with DGPA to develop a strategic communications package around these activities. CDS concurred. **Action DOS, DGPA.**
8. A/VCDS suggested that CAF operations for 2017 be analysed using the concurrent operations requirement articulated in Canada's Defence Policy: Strong Secure, Engaged (SSE). He noted that this would provide depth for the ongoing analysis and development of force structures to meet the demands of SSE. CDS agreed with the recommendation. **Action DOS, C Prog.**

s.21(1)(a)
s.21(1)(b)
s.21(1)(c)

MEETING RECORD AND DECISION SHEET – AFC #171211, 11 Dec 17
1180-1 (AFC)

Item III – Honours Update

References

Deck: *Honours and Recognition Briefing Decision Brief AFC 11 Dec 17*
Deck: *Distinction honorifiques et reconnaissance Exposé de décision CFA le 11 dec 17*
Deck: *Honours and Recognition Briefing Decision Brief AFC Secretarial*
Deck: *Distinction honorifiques et reconnaissance Exposé de décision CFA Vote par correspondance*
Briefing Note: *Recognition of Arms Control Verification Teams*
Briefing Note: *Recognition of Multiple Commendations*
Briefing Note: *Recognition of Merit at Level 4 (between MSM and CDSC)*
Briefing Note: *Amendment to the List of Eligible Service – OSM-EXP – Mali*
Briefing Note: *Amendment to the List of Eligible Service – SSM-NATO – Latvia*
Briefing Note: *Amendment to the List of Eligible Service – SSM-EXP – CST Landstuhl*
Briefing Note: *Amendment to the List of Eligible Service – OSM-EXP – Libya*
Briefing Note: *Addition to List of Eligible Service – OSM-EXP – Task Force Middle East*
Briefing Note: *Addition to the List of Eligible Service – SSM NATO – RRC, Lille*
Briefing Note: *Addition to the List of Eligible Service – SSM-EXP – USCENTCOM Cyber Planners*

9. CMP introduced the Director of the Directorate of Honours and Recognition (DH&R) LCol C. Gauthier. DH&R provided a briefing regarding:

- a. Recognition of Arms Control Verification (ACV) Teams,
- b. Recognition of Multiple Commendations,
- c. Recognition of Merit between the Meritorious Service Medal (MSM) and the Chief of the Defence Staff Commendation (CDSC),
- d. Amendments to the eligibility criteria for the Operational Service Medal Expedition Bar (OSM-EXP), and
- e. Amendments to the eligibility criteria for the Special Service Medal Expedition Bar (SSM-EXP) and NATO Bar (SSM-NATO).

Significant Discussion

s.21(1)(a)

s.21(1)(b)

s.21(1)(c)

MEETING RECORD AND DECISION SHEET – AFC #171211, 11 Dec 17
1180-1 (AFC)

Item IV – Champions

References - Nil

21. CDS provided his vision on the CAF Gender and Diversity Champion for Operations. He outlined that he is concerned that the current Defence Champions environment has become focused on awareness events. His vision for the CAF Gender and Diversity Champion for Operations is to establish both a Champion and an office of the Champion that are responsible for coordination of efforts between champions toward having a positive impact on CAF operations and the profession of arms.

MEETING RECORD AND DECISION SHEET – AFC #171211, 11 Dec 17
1180-1 (AFC)

Significant Discussion

22. CDS vision for CAF Gender and Diversity Champion for Operations includes improving inclusiveness, encouraging diversity and fostering a better understanding of gender issues to better attract, recruit, retain, force generate and employ members of the CAF. The CAF Gender and Diversity Champion for Operations will align with champions for Women, Diversity, Visible Minorities and Aborigines. It will also reinforce the GBA+ initiative.

23. CDS was clear that the CAF Gender and Diversity Champion for Operations is not limited to policy compliance. The Champion and the office of the Champion will report back to AFC as a mechanism to maintain pressure toward positive cultural change in the CAF. **Action CDA.**

24. CDA noted that the CAF Gender and Diversity Champion for Operations will include a CWO/CPO1 to provide senior NCO perspective. He added that the next step is to develop terms of reference, organizational structure and to confirm the Champion's mandate. The mandate will include focus on outcomes, development of a community of practitioners that complements the current Defence Champions framework and leading the transformation toward advocacy. **Action CDA.**

25. Chap Gen discussed recent initiatives for religious diversity and inclusiveness of the LGBTQ2 community in the CAF. CMP noted the growth of the chaplaincy to include increased representation of Islamic, Jewish and Sikh faiths. Discussion turned toward suggestion of a Champion for Religious Diversity to be included in the development of the office of the CAF Gender and Diversity Champion for Operations. CDS agreed that this should be considered and directed that the idea be developed further. **Action CDA / Chap Gen.**

Decision

26. Discussion of the implementation of the office of the CAF Gender and Diversity Champion for Operations will be included as part of next GOFO Symposium. **Action CFD.**

27. Info Brief on establishing the CAF Gender and Diversity Champion for Operations will be delivered to AFC in mid Jan. **Action CDA.**

28. Decision Brief on establishing the CAF Gender and Diversity Champion for Operations will be delivered to AFC by Spring 2018. **Action CDA.**

Item V – Round Table

References - Nil

Significant Discussion

29. CRCN provided an update on the annual National Defence Workplace Charitable Campaign (NDWCC) and highlighted some of the challenges associated with this years' campaign. Discussion turned to how volunteer time was accounted for in NDWCC tracking. CRCN noted that currently only monetary donations are recorded and indicated that the NDWCC team would explore how to ensure volunteer hours were accurately recorded in the future. **Action CRCN.**

30. DGPA raised concerns related to advertising budgets for CAF recruiting. He noted that he was engaged in discussion with staff at PCO to explore expanding resources for CAF recruiting. CDS noted

MEETING RECORD AND DECISION SHEET - AFC #171211, 11 Dec 17
1180-1 (AFC)

that advertising is a key part of CAF recruiting operations and directed DGPA to continue engagement with PCO to develop solutions toward expanding CAF advertising for recruiting. **Action DGPA.**

31. A/VCDS drew attention to the ongoing issue with the Public Service Phoenix pay system. He noted the willingness of DND civilian executive leadership, specifically the DM, to engage on behalf of DND employees and assist wherever possible. A/VCDS directed military leaders to find opportunities to engage with their civilian employees during town halls or other command engagements as part of ongoing efforts to address the issues surrounding public service pay. **Action All.**

Item VI - Closing Remarks

References - Nil


Significant Discussion

32. CDS noted that this was the last AFCX before Christmas leave period. He thanked the membership for their collective leadership in delivering defence. He added that DND/CAF stand in good stead for the challenges that lay ahead in 2018 and that the institution is highly regarded among GOC partners.

Decision

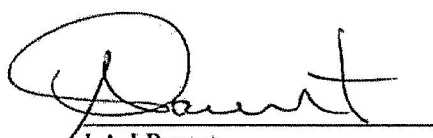
33. The next AFC is planned for 15 Jan 18.

Recommended:


K.G. Horgan
BGen
COS VCDS

14 Dec 17
Date

Approved:


J.A.J. Parent
LGen
A/VCDS

14/12/17
Date